

Harmony Community Campus Conceptual Master Plan

October, 2009















Executive Summary

The Harmony Community Campus is a 100-acre area of unincorporated Clackamas County, bounded by Harmony Road to the north, 82nd Avenue on the east and the Union Pacific Railroad tracks on the south and west. The site is home to the Clackamas Community College Nursing, Allied Health and Public Services Division; a campus of the Oregon Institute of Technology; the offices of the North Clackamas Chamber of Commerce; an Aquatic Park run by the North Clackamas Parks and Recreation District and a flood control facility operated by Clackamas County.

Four key partners -- Clackamas Community College, Oregon Institute of Technology, North Clackamas Parks and Recreation District, and Clackamas County - came together in 2006 to integrate and coordinate plans for future development and use.

This opportunity to coordinate planning efforts was possible and desirable because of the close proximity of several projects in the Harmony area and community interest in addressing the following three challenges:

- 1. Aging facilities not adequate to support modern education and training programs
- 2. Interest in expanding recreation opportunities and fitness facilities
- 3. Growing demands on the local transportation system

Working with the community, the partners developed the Harmony Community Campus Conceptual Master Plan focused on a unified vision for the area to be

a model for sustaining the vitality of the economy, environment and community in Clackamas County and the region. An extensive community-based public outreach process involving hundreds of participants with varied interests resulted in a unified vision, purpose, mission, guiding principles and sustainability goals for the campus. The Plan provides common guidance while allowing partners to implement their work as individual agencies to meet the needs of the local and regional community.

The Harmony Community Campus partners will continue to work together to implement the Conceptual Master Plan. The partners will report progress to their constituencies and the community and continue to provide updates on the Harmony Community Campus Web site at www.harmonyvision.org.





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Project History

Clackamas County

In the late 1980s, Clackamas County realized the local and regional significance of the area comprised of more than 100 acres and now known as the Harmony Community Campus (HCC). At one time, the site was comprised of a number of smaller parcels owned by private parties and the North Clackamas School District. Over the years, Clackamas County led efforts to consolidate these different parcels and plan for eventual use of the area as a regional center for commerce, recreation and education.

These efforts included:

- Purchase and conveyance of Harmony Elementary and Dale Ickes Junior High to the Oregon Institute of Technology (OIT) and Clackamas Community College (CCC) to ensure continued educational opportunities for the community.
- Initiation of clean-up efforts on site to remediate environmental contamination from past uses
- Coordination with North Clackamas Parks and Recreational District (NCPRD) to maximize recreational opportunities and community access to the open space; and
- Construction of a regional flood control facility to minimize localized flooding.

Today, HCC is located within the Clackamas Regional Center, which is the focus of development and high densities of employment and housing. High quality transit and a street network with easy access for pedestrians, bicyclists and motorists will provide needed connectivity to and through the area. The area is a resource for both the local community and the region, with diverse residential neighborhoods, commercial districts, educational opportunities,

natural features and public attractions. HCC is a cornerstone to the future of the Clackamas Regional Center area.

Clackamas Community College

The new 46,000-square-foot CCC building on Harmony Road just west of SE 82nd Avenue completes the first phase of redeveloping CCC at HCC. The three-story building is home to the college's Nursing, Allied Health and Public Services Division as well as to essential student services. The ground floor of the building houses student services – registration, testing, advising, book store, community education and English as a Second Language programs. Nursing classrooms and labs are located on the second floor. Allied health classrooms, seminar rooms, dental lab, microbiology and medical assistant labs are on the third floor.

CCC worked closely with partners in the area's growing health care industry, businesses and Clackamas County to plan the facility. The new space allows the college to increase capacity in existing health care programs and add new ones.

The building was constructed in 2008 with energy conservation features that both enhance its usability and decrease its environmental footprint. The building is 15- to 20-percent more energy-efficient than is required by state code and many of the construction materials are partially recycled. The architectural firm for the project was Yost Grube Hall Architecture, and the contractor was Lease Crutcher Lewis.

Oregon Institute of Technology

OIT is Oregon's applied science and polytechnic university, with its main campus in Klamath Falls. OIT has a statewide mission to offer applied science and technology degree programs in Oregon and the Pacific Northwest. It has operated an extension campus in the Portland metro area since 1983 with programs at HCC since 1987.

OIT offers nine bachelor's degree programs and one master's degree, with dual enrollment agreements and four local community colleges. Students may begin at their local community college and complete their bachelor's degree at OIT, where small classes and night and weekend options assist students who work full-time while completing their degrees. OIT serves businesses seeking to upgrade the skills of their engineering, technology, management, health care and renewable energy workforce.

OIT is challenged at HCC by limited space for growing enrollment, and inadequate lab and student project space to accommodate its hands-on programs. Conceptual plans have been developed to renovate existing space, add new classroom and lab space, or develop new facilities. OIT's leadership is considering expansion options.

North Clackamas Parks and Recreation District

NCPRD has been integrally involved with the HCC site since the late 1980s. Plans at that time included building a regional park and aquatic facility in conjunction with the county's efforts to build a flood control facility to minimize the flooding of Mt. Scott and Kellogg creeks.

NCPRD owns approximately seven acres, which includes land for North Clackamas Aquatic Park and surrounding parking (about 280 spaces shared with OIT). While there have been discussions since the formation of NCPRD to add additional recreational features to the site, as of fall 2009 NCPRD does not own or have formal maintenance responsibilities for the remainder of the site. NCPRD has supported restoring the site's natural resources, discouraging illegal camping and dumping, and making the site safe and accessible for community use.

Regional Park

When NCPRD was formed in 1990, extensive consideration was given to programming recreational facilities. One signature project was the construction of a regional park and aquatic facility on land owned by Clackamas County. The park would have served as a critical link in a trail connection between Mt. Talbert to the east and North Clackamas Park to the west.

Funding to develop this regional park was promised to voters when NCPRD was formed. The proposed regional park was to include an aquatic facility; athletic fields with lights; bicycle and walking trails; tennis courts; group picnic facilities;

playgrounds; opportunities for natural resource study; parking areas; and more than 45 acres of preserved natural area. Following the passage of the new park district, more public meetings were held to refine the concept. As a result of those efforts, North Clackamas Aquatic Park and a small neighborhood park were built adjacent to Harmony Road. However, soon after the district began operating in 1992 Clackamas County discovered significant environmental contamination on the property from previous owners (horse stables, dry cleaners, septic systems, rubber tires and extensive debris across the site), primarily in the location of the planned athletic fields.

After a lengthy clean-up process, the Oregon Department of Environmental Quality determined that the most effective remediation for the site was to aerate the contaminated soil over a long period of time and sample the on-site groundwater wells.

Because NCPRD could not build the park on the site for at least 10 years, money for development of the area was redistributed and used to build seven neighborhood parks throughout the district. In addition, NCPRD has built athletic fields in other locations since 2003 to help meet the growing needs of the community and to keep promises made to voters and residents of the North Clackamas County area years before, when the district was formed.

Over the past 20 years, NCPRD has revisited plans for recreation on the site as depicted in early site drawings. The Harmony unified vision and subsequent site planning processes between 2007 and 2009, however, were the first formal efforts resulting in a significant change to the proposed recreational uses there. As a result of this effort, recreation plans for the HCC park area propose less intense uses and include preservation of most of the 80-plus acres of open space for natural resource appreciation, more passive recreation, enhancement and restoration.

North Clackamas Aquatic Park

On June 9, 1994, North Clackamas Aquatic Park opened to rave reviews. The new facility was a centerpiece of the new voter-approved parks district of 1990. Initial public reaction to the new regional attraction was so positive that for the first three years of operation, revenues exceeded projections. Over the years, however, attendance declined and operating costs increased. By 2002, the cost to pay the annual debt service on the construction of the facility and ongoing maintenance costs accounted for about 35 percent of NCPRD's general fund tax base. In 2004, recognizing the downward trend in revenue and its impact on NCPRD's ability to fund current and future services, the Clackamas County Board of County Commissioners (BCC) acting as the Board of Directors for NCPRD, created a task force to facilitate community discussion about the Aquatic Park and to make recommendations regarding the future of this regional and community asset.

The task force met nine times over a 16-month period, including two public workshops to accomplish the BCC's charge. The following task force recommendations were shaped by public input, group discussion, comparison with other facilities, legal advice and general intuition:

- 1. Consider three enhancements to the existing facility:
 - Construct an addition to house fitness equipment and possibly a gymnasium (financed and operated by a third party).
 - Replace the existing children's pool area with an updated, interactive spray ground.
 - Add two new lanes to the existing lap pool and spectator seating.
- 2. Consider the development of new partnerships at the Aquatic Park.
- 3. Explore the feasibility of offering sponsorship packages.
- 4. Evaluate the potential long-term lease (for private purpose) of a portion of the property that is currently utilized for parking purposes.
- 5. Consider all options and pursue remedies of defective paint on steel trusses and other metal surfaces inside the facility.
- 6. County Counsel should fully evaluate the district's options related to exterior stucco and pursue remedies if so indicated.
- 7. Establish an ongoing, annual contribution to its fixed asset account so that adequate funds are available for renewal and replacement purposes.

Since the task force completed its assignment, NCPRD has worked to implement the recommendations. In 2006, NCPRD issued a request for qualifications to find a partner qualified to build the recommended fitness facility. East Side Athletic Clubs was selected and asked to submit a proposal, followed by negotiations. Development of a contract was postponed, however, pending the outcome of the Harmony visioning and conceptual master planning public process. Shared parking, utilities and site access needed to be resolved before a final agreement was developed.

Additionally, NCPRD has implemented a number of other improvements as an outcome of task force work, including installation of a 29-foot indoor climbing wall to generate new interest in the facility; completion of an energy audit and conservation improvements to reduce utility costs and overall energy consumption; and development of sponsorship opportunities to offset facility costs.



Nursing Lab in the new CCC Center for Health Education



Regional Context

Transportation Systems

The need to access recreational and educational resources at HCC is part of a larger regional discussion on how to provide travel alternatives to and through the area. The HCC Conceptual Master Plan (Plan) effort has highlighted the need for an approach to travel alternatives that maintains an awareness of the natural environment. Connectivity to regional transportation systems, such as TriMet's Green Light Rail Line, ODOT's I-205 multiuse path and the local street network, is key to the success of the campus and the region as a whole.

Plans to increase housing and employment densities in the area place a high priority on providing safe, efficient travel options for the local and regional communities. These needs must be balanced with the desire to foster the natural environment, such as that found on site.

The Clackamas Regional Center Transportation Management Association (TMA), a local organization of business leaders and government agencies, coordinates efforts to increase transportation opportunities in the area. Its mission is to promote the use of alternative forms of transportation, reduce congestion and improve internal mobility, thereby providing reasonable and safe access for all to the Clackamas Regional Center business area.

Natural Resources

More than 20 years of interest in this site has resulted in significant research into the natural resources on and surrounding it. With a mix of existing urban development, woodland forests, open meadows, wetlands, streams and an extensive riparian corridor, HCC offers a variety of environments for public use and wildlife habitat. More than 20 native and non-native fish species can be found on the site, including coho and steelhead, which are listed as threatened

species under the Endangered Species Act.

The site, which is listed as regionally significant habitat by Clackamas County, includes a large contiguous open space with a variety of important plant communities, including grassland, wetland, riparian, oak woodland and mixed forest habitats that provide large woody debris recruitment, migratory bird nesting habitat, water quality benefits and temperature control for Mt. Scott Creek. More than 50 species of birds have been found on site as well as 18 types of wildlife. Additional biological information can be found in the project's October 2008 Natural Resource Assessment prepared by Pacific Habitat Services *Inc.*

The resulting short- and long-term conceptual site plans take into consideration a variety of factors related to these natural resources, including:

- Substantial public input and desire to access and protect the area.
- Environmental regulations including, but not limited to, the Endangered Species Act and Metro Title 3 and 13 requirements (http://www.oregonmetro.gov).
- Operation and maintenance of the flood control facility built in the 1990s to alleviate severe flooding in the area.
- Improved stormwater management of existing and future built environment.
- Ongoing environmental restoration of the natural resources on site.

Education

Academic partners at HCC provide qualified workers with the critical skills they need to succeed in business and industry, and the ability to adapt to a changing economy that supports renewable energy and sustainability. HCC helps prepare students for emerging careers in renewable energy, sustainability, green manufacturing and health care. The education anchors at HCC have strong academic, work force, economic and business development partnerships that ensure their ability to contribute to the vitality of the economy, environment and community.

Oregon Institute of Technology

OIT is a leader in applied engineering, technology, management, healthcare and renewable energy education. OIT's programs contribute to a regional education portfolio that includes five community colleges, Portland State University (PSU), other Oregon State University Extension activities, and a multitude of private colleges. OIT's distinct regional niche is service to transfer students and working adults in emerging technology fields, offering a high probability of employment and graduate success. OIT also supports strong industry partnerships, offering continuing education, applied research and business incubation opportunities.

Clackamas Community College

Expanded educational offerings at HCC around renewable energy, manufacturing and health care, create career and academic pathways that help students progress from area high schools to two-year programs at CCC to four-year programs at OIT and Oregon Health and Science University. CCC has agreements with other universities around the state to accept approved transfer credits from CCC, providing a seamless and sustainable pathway for students to complete their academic and career goals. HCC is also home to the state's largest drivers education program, vital adult education programs, community education classes and an evening/weekend business degree program offered by PSU.

Economic Development

HCC helps the regional economy by creating jobs for Oregonians, putting people to work; developing new industry skills; and creating a more sustainable economy for the future. Whether it's renewable energy or health care, the educational offerings at HCC are vital to Oregon's long-term strategy of building globally competitive industry clusters that support sustainable prosperity for Oregonians.

HCC is also home to the Small Business Development Center (SBDC). SBDC offers regional businesses confidential business counseling or training in small business management, marketing, financing and other related services. In a year (October 2007 – September 2008), SBDC served 819 clients from Clackamas

County. About 60 percent of these clients were already in business but received confidential business counseling or training in small business management, marketing, finance or recordkeeping. The other 40 percent received startup assistance and help assessing the feasibility of their business ideas.

Additionally, the North Clackamas Chamber of Commerce (NCCC) is centered at HCC. NCCC serves the incorporated cities of Milwaukie, Gladstone, Happy Valley, Damascus and Johnson City and the unincorporated areas of Clackamas, Sunnyside, Carver, Boring, Barton, and Oak Grove. Its goals include creating a strong area economy, business advocacy and political action, and promoting the community.



HCC Vision Meeting



Community Engagement

There has been in-depth community involvement with the Harmony site and/ or related projects since 2006. The Harmony Community Campus Conceptual Master Plan (Plan) was developed through an extensive community-based public outreach process involving hundreds of participants over nearly two years, beginning in 2007. Neighbors, students, faculty, businesspeople, adjacent and nearby jurisdictions and campus visitors participated through a range of in-person and Web-based activities. This section provides a summary of that public involvement process and results. This report is impacted by input collected since October 2006, through the Environmental Impact Statement process and the Harmony visioning meetings to address necessary infrastructure improvements.

HCC partners used a range of avenues to communicate with stakeholders throughout three cycles of public outreach described below. The project Web site (www.harmonyvision.org) was frequently updated with meeting dates, feedback results, meeting materials and draft products. In addition, information was sent to a mailing list of more than 3,600 stakeholders and interested parties at critical junctures in the process. Public meetings were publicized in the Clackamas Review, Citizen News (a countywide newspaper mailed to all 370,000 county residents), the NCPRD Healthy Living guide and other media outlets and e-mail lists.

Unified Vision

Between September 2007 and January 2008, community engagement efforts focused on developing a unified vision. Partners hosted three town hall meetings and developed an online comment form for those unable to attend. More than 200 people participated in the vision meetings and commented online. This process led to the HCC vision, purpose, mission and guiding principles described in the following section.



Public outreach postcard mailed to community stakeholders

Vision to Reality

Between November 2008 and February 2009, community outreach efforts were designed to move the vision to reality. The purpose of this round of outreach was to 1) present the recommended vision, purpose, mission and guiding principles; and 2) obtain development-level guidance prior to initiating the conceptual master plan improvements. HCC partners gave interactive presentations and provided questionnaires to 18 community organizations.

Participants reconfirmed their support for HCC's guiding principles and helped shape future community engagement efforts. HCC partners also heard the community's support for the following engagement and development strategies:

- Communication
- Collaboration
- · Businesses engagement
- · Integration between the campus and adjacent community
- · Transit as an essential element
- Concurrent benefits to the environment, community and economy
- Recognize/engage the community
- Respect the natural environment/oaks

Conceptual Master Plan

These concepts were incorporated into plans for the HCC during sustainability charrettes in January and February 2009. HCC partners and their leadership teams met to review key issues and discuss a preliminary framework for the Plan.

Public meetings in February and April 2009 provided the community with face-to-face opportunities to participate in the Conceptual Master Plan process. More than 140 participants reviewed and commented on core elements of the Plan, including healthy living/recreation, transportation choice, sustainability/smart growth and lifelong learning/economic development. Hundreds of additional comments were collected through community displays, the project Web site and an online questionnaire.











HCC Vision Meetings

Feedback and comments from meeting participants significantly influenced the final vision, purpose, guiding principles, sustainability goals and concepts. Examples include:

- Replacing sports fields in the park area with less intensive uses, such as disc golf, nature viewing stations and multi-use trails.
- Redesigning the Sunnybrook Boulevard extension to be smaller and more environmentally sensitive, greatly reducing the number of affected white oaks and other natural features.
- Multi-modal travel options, including transit, bicycle and pedestrian facilities and connections designed to reduce the number of automobile trips to and through the campus.
- Pedestrian and bicycle campus mall to limit auto travel on site.
- Improved signage to invite the community to access campus educational and recreational opportunities.

HCC partners hope the community will continue to use and be engaged in the evolution of this diverse community campus area.







HCC Vision Meetings



Harmony Unified Vision

The Conceptual Master Plan process was intended to solidify plans for what has been recognized as increasingly valued space. Education, transportation and roads, parks and greenspace, economic development and business, and healthy living each play a part in the bigger picture.

Vision

The Harmony Community Campus is a model for sustaining the vitality of the economy, environment and community in Clackamas County and region.

Purpose

To increase opportunities for community members to learn, enhance health and fitness, observe and enjoy nature and gather together.

Mission

The Harmony Community Campus will be a model for a healthy economy, incorporating a variety of educational opportunities, alternative energy uses and green development practices. It will provide resource protection, conservation and alternative transportation, and will enhance natural habitats and the ecology of the area. People will be encouraged to use public transportation, bicycles, walk or carpool to access the area.

Guiding Principles

What We Do:

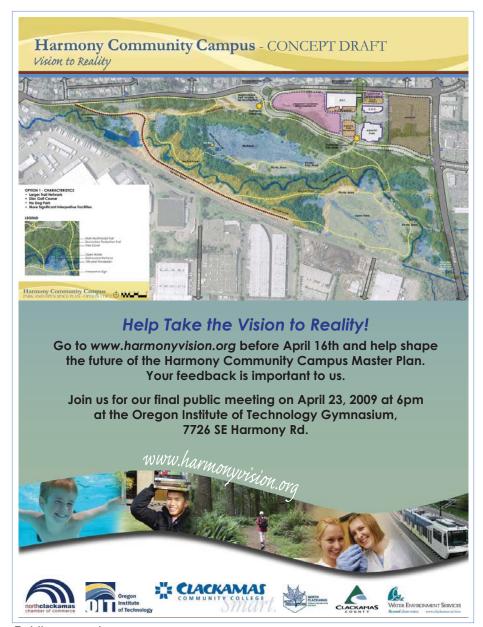
- Provide Lifelong Learning
- · Demonstrate Sustainability
- Ensure Environmental Stewardship
- Support Economic Development
- · Promote Healthy Living

How We Do:

- Ensure Transportation Choice and Accessibility
- Utilize Smart Growth Principles
- Demonstrate Shared Leadership and Responsibility
- Model Collaboration, Cooperation and Civic Engagement

Goals

- Provide people with the skills and pathways they need to pursue successful careers in health sciences, information and engineering technology, energy efficiencies and renewable energy.
- Foster a culture of sustainability, through recreation, education, workforce training, campus management practices, citizen education and community collaboration.
- Be a driving force for sustainable economic development practices in Clackamas and the region.
- Ensure future facility designs meet and exceed green building guidelines.
- Be a demonstration site for emerging renewable energy technologies and sustainable practices.
- Develop a dynamic, living laboratory that promotes preservation and environmental stewardship.
- Create an integrated and environmentally sensitive approach to stormwater and infrastructure management.
- Encourage a variety of transportation options to ensure safe, flexible, environmentally-responsible access to, within and through the campus and community.
- Enhance the opportunities to recreate ensuring both people and ecology thrive.
- Develop a dynamic strategy for generating unified approaches to seeking and securing resources to move the Harmony Community Campus Vision forward.



Public outreach poster



Opportunities for Shared Resources

At the Harmony Community Campus, CCC, OIT, NCPRD and Clackamas County have the unique opportunity to share and develop collective resources for the benefit of the community as a whole as the campus evolves into the future. Current partnerships will be strengthened and new ones cultivated.

Academic and Community Partnerships

With the recent addition of the Center for Health Education, CCC reinforces its commitment to its regional health professions partners. CCC, in conjunction with the Clackamas County Health Department, is bringing together the local community, regional business partners and agencies to produce much needed health and wellness clinics.

OIT is leading the region and state with its renewable energy engineering program. With the emerging development of its Green Technology and Industry Innovation Center on the campus, OIT will provide the region's high school and community college students, and employees of industry partners, with a pathway to great jobs in renewable energy, green buildings, smart grid technologies, green manufacturing, information technology, operations management, health informatics and other rewarding careers. North Clackamas School District also continues to be a strong community and academic partner.

Recreation

The existing Aquatic Park and open space continue to provide the community with opportunities for recreation. With the proposed improvements and access to the open space, recreational opportunities will be expanded for both passive and active participants, in connection with other recreational public agencies and business partners.

Transportation and Parking

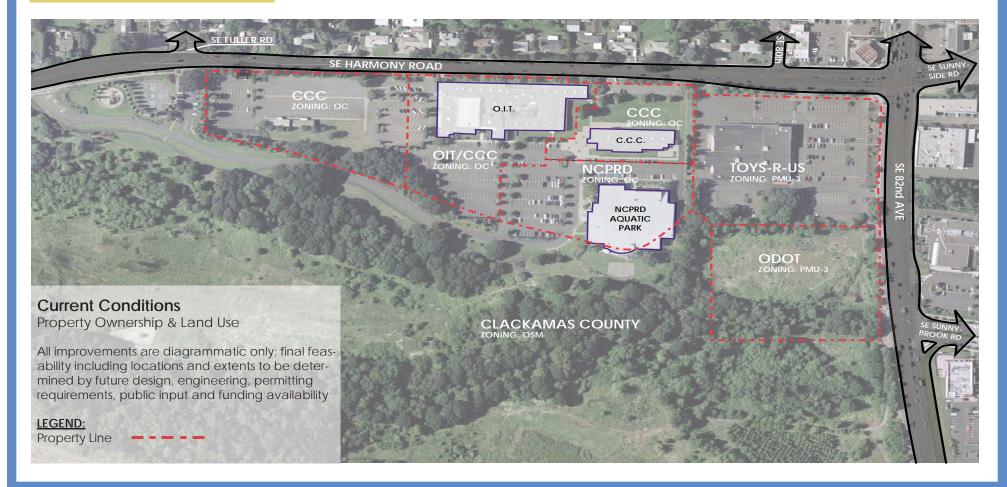
Access to and around the campus is vital for the success and growth of the campus and the region. Efforts are currently under way to improve vehicular, bicycle and pedestrian access to campus facilities and the park area by improving transportation corridors and by connecting to regional mass transit systems. Planned transportation corridors include a scaled-back Sunnybrook Boulevard extension, which will provide needed mobility to and through the campus area. TriMet's new I-205 Green Line light rail project from Gateway Transit Center in Southeast Portland to Clackamas Town Center provides the most recent regional connection to HCC. Shared parking will be developed on the campus along with alternative modes of transportation, such as biking, carpools and CCC shuttles, which will be reinforced and expanded over time.

Sustainability

As a regional model, the campus will continue to provide leadership in sustainable practices. Clackamas County's sustainability standards will be applied and efforts will be made to centralize utilities and reuse water on site. The campus also could serve as a demonstration site for OIT renewable energy program projects. The open space area can be utilized for stormwater for management practices and environmental education.



Current Facilities Conditions



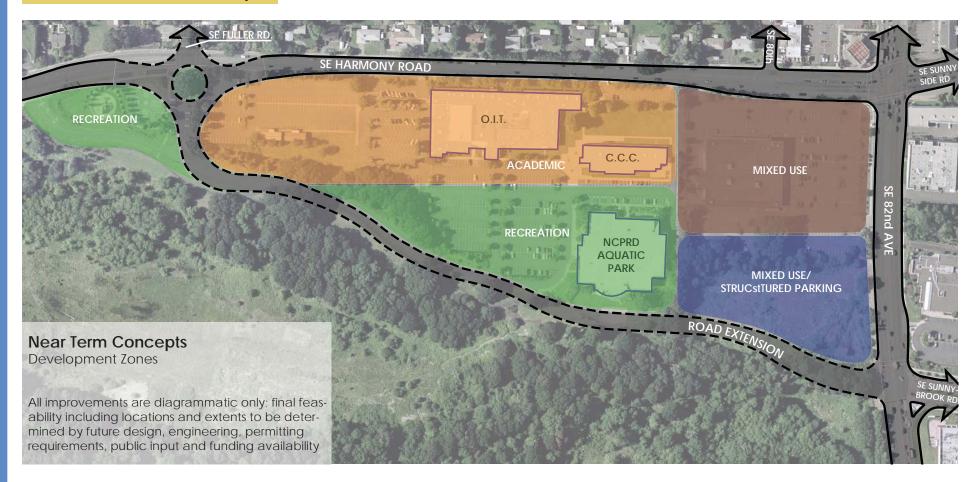


Current Facilities Conditions





Near Term Facilities Concepts



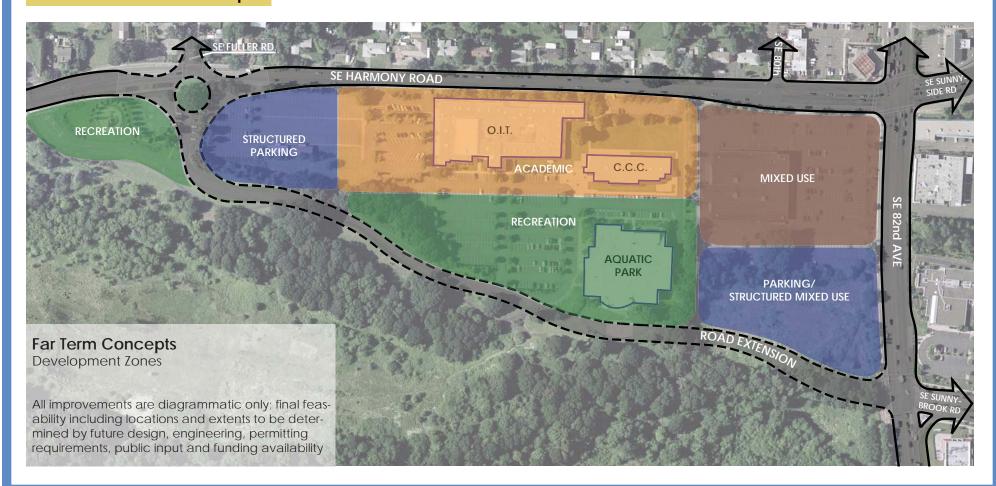


Near Term Facilities Concepts





Far Term Facilities Concepts



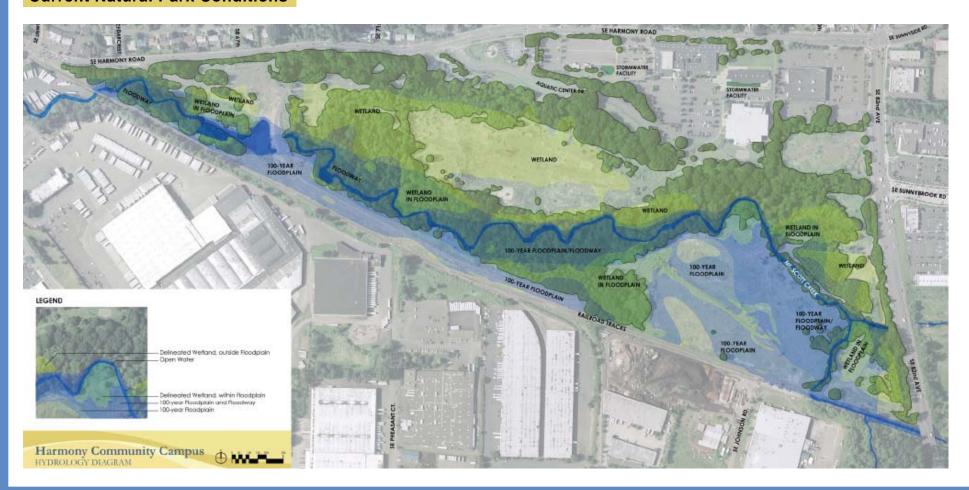


Far Term Facilities Concepts



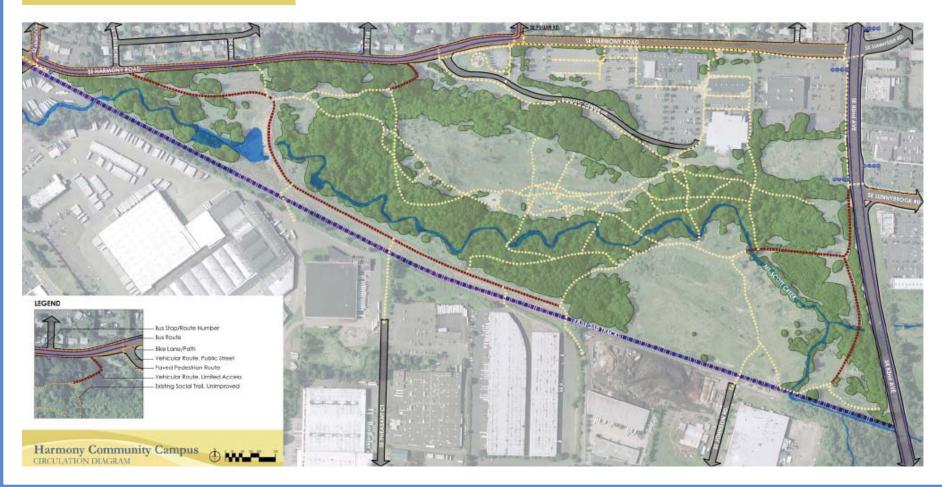


Current Natural Park Conditions

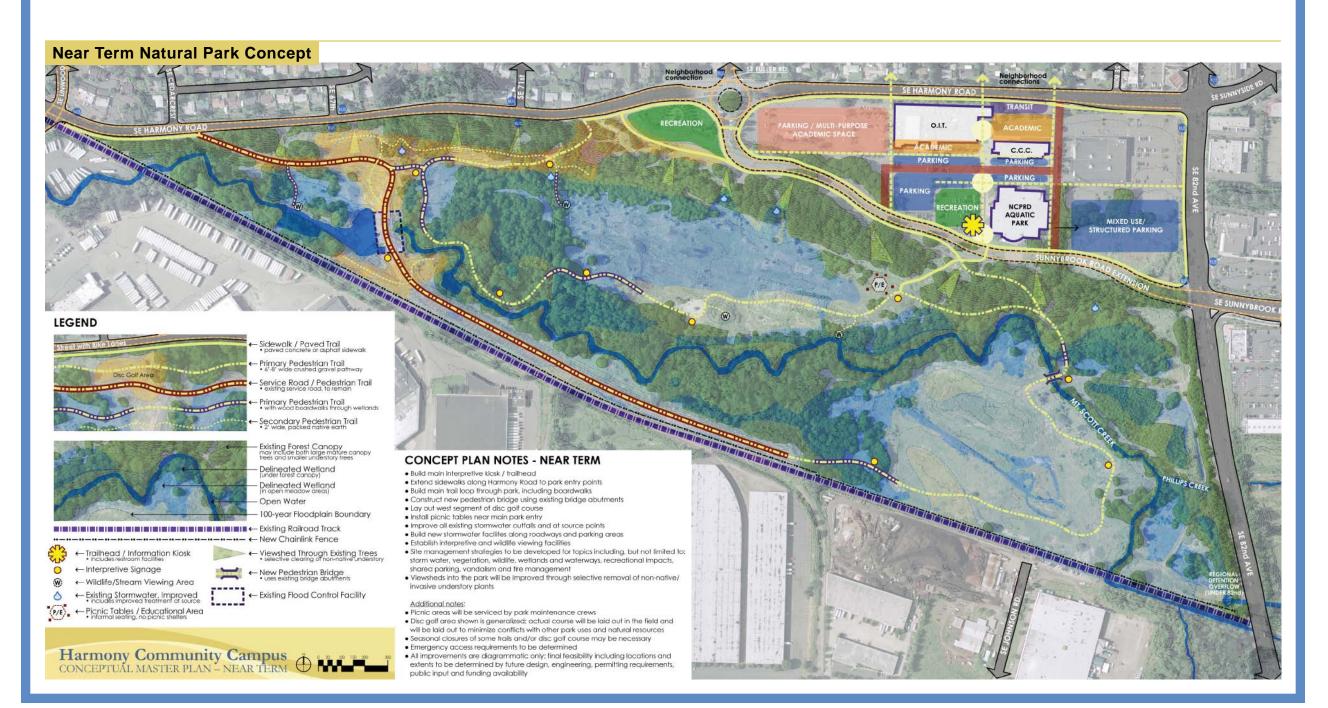




Current Natural Park Conditions



Harmony Community Campus www.harmonyvision.org



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