

# OHSU/AMBERGLEN PLAN DEVELOPMENT PROGRAM

15 November 2006

Prepared for:



**CITY OF HILLSBORO**

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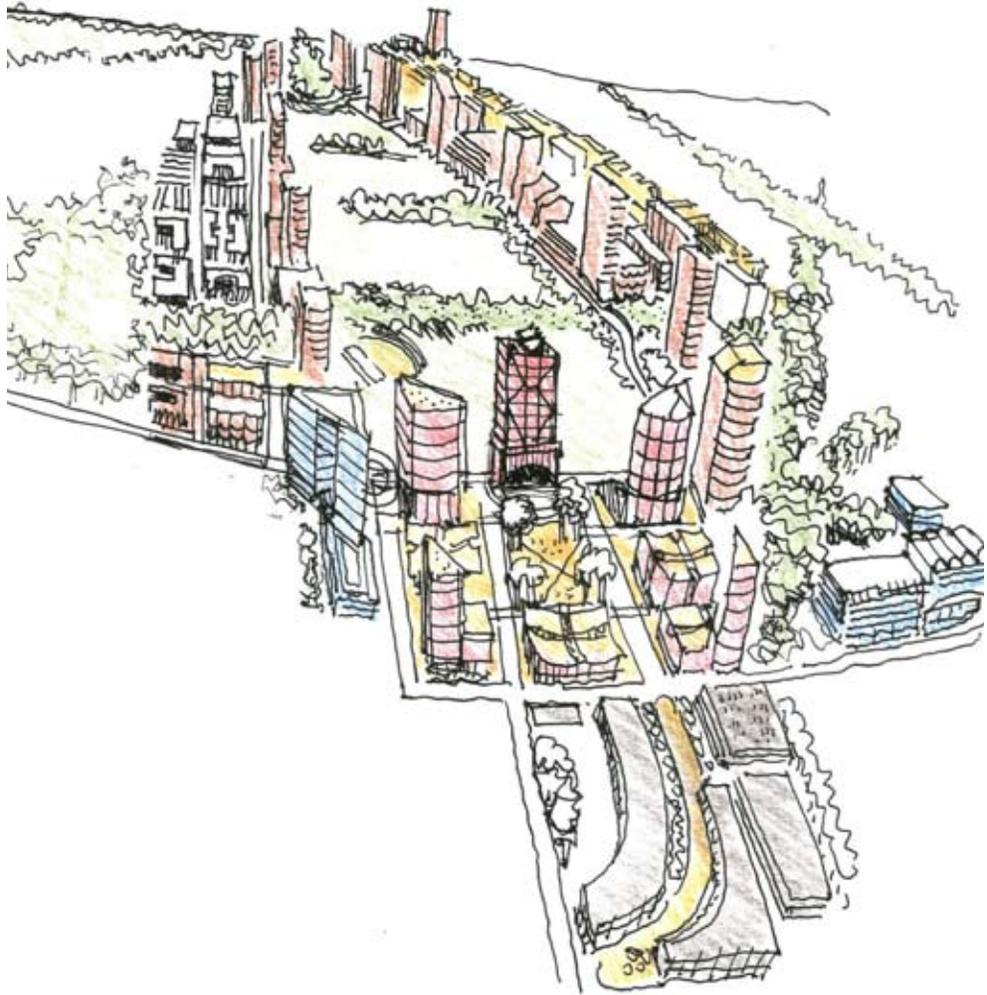
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Note: The information in this report is based on the OHSU/AmberGlen Concept Plan as of September 2006. Later alterations to the Concept Plan made during the planning process were not taken into account in the calculation of projected land uses, residents, etc. Although these alterations did introduce some changes to the plan, the general findings in this report remain valid.



Conceptual rendering of the OHSU/AmberGlen Plan Area, looking south from north of Cornell Road.

# EXECUTIVE SUMMARY

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This development program defines, in narrative and quantitative terms, both the guiding principles and types of development proposed for the OHSU/AmberGlen Plan Area.

The program relies on ongoing stakeholder and public outreach, reviews of comparable developments across the country, and the experience of developers, the Hillsboro staff and the consultant team. The purpose of the program is to guide planners, developers, city staff, and other stakeholders in the implementation of this vision.

The OHSU/AmberGlen vision is intentionally big – especially when compared to most neighboring developments in Hillsboro and Washington County. The program calls for a total of over 11 million square feet of gross floor area, including 4,840 housing units, 3 million square feet of office, and 845,000 square feet of retail. From the beginning of the planning process, project stakeholders – from Hillsboro residents to developers – have expressed a desire to create a vibrant regional activity center with a unique and widely-recognized identity.

The vision for the OHSU/AmberGlen area also emphasizes the following:

- **A MIX OF USES.** Housing, retail, open space, and employment will be mixed throughout the site and often within individual blocks, with the intention of creating lively, varied, and walkable urban environments.
- **HOUSING DENSITY AND VARIETY.** Overall, the housing is significantly denser than the average Washington County product. But the high-density residential blocks, containing mid-rise and high-rise condominiums, are located near the center of the site adjacent to “Central Park.” Height and density taper off towards the fringes of the site, where townhouses and other types of housing are located.
- **AN “URBAN ACTIVITY CENTER”** located on the northern border of the site, adjacent to the existing Streets of Tanasbourne. This activity center will build on Tanasbourne’s retail success and be lively urban environment containing shops, restaurants, hotels, convention facilities, and other amenities.
- **A RANGE OF DIFFERENT DISTRICTS.** From the high-energy Urban Activity Center, to lower-scale residential blocks, different districts have different characters.

Several elements critical to the ultimate success of the OHSU/AmberGlen Plan are not examined in depth in this development program, including the parks and open space component, and the transportation network. Transportation is being analyzed in a concurrent study, while parks and open space will be explored in subsequent phases of this project.

# INTRODUCTION

The City of Hillsboro, Oregon, one of the Portland region’s fastest growing satellite cities, has initiated a comprehensive planning process to address the potential for significant change next to the Tanasbourne Town Center. The City has identified considerable development potential within this 580-acre OHSU/AmberGlen Area and, aided by consultants PB PlaceMaking and Leland Consulting Group, is planning for a much more urban and intensified land use future there. With only a few property owners controlling the majority of real estate within the planning area, opportunity for significant change and value enhancement is perhaps stronger than any other constellation of properties in Oregon. The keys to this future opportunity include the willingness of the property owners and developers

TABLE 1

## GUIDING PRINCIPLES

- Urban Green Sustainable
- 3rd Places
- Regional Landmark/Identity
- BIG - create catalyst at outset
- Model Development for city, regional, national visions
- Market Flexibility
- Connectivity

to work together, a city government able to employ a full complement of public-private financing tools and of course, market capacity to absorb new, intensified, urban and innovative development products.

Through a series of interviews, workshops, a Place Making charrette, and meetings with public officials, property owners, and developers, the consultant team prepared this development program for the OHSU/AmberGlen Plan Area. Preparing this development program begins with establishing goals and guiding principles that define the recommended overall theme and identity for the project. The key stakeholder group – City, property owners, developers, and Metro – should adopt these goals and principles for this future urban center. It is analogous to the mission statement in a business plan, and will be the guiding directive against which later program details can be “tested” for compliance.

## THE PURPOSE OF A DEVELOPMENT PROGRAM

A development program is a narrative description of how a property or area is recommended for development. Such a program serves as a guide to the physical planners (land planners, architects, landscape architects, and others) who have responsibility for translating the narrative program into a physical land use, transportation, amenity and utility plan. The development program describes an overall identity for the project including image and attributes to be merchandised and implemented, how the properties are positioned to best serve market opportunity, the brand to be presented, and how the plan unfolds over time. The overall financial objectives are to capture target markets, maintain economic viability, and continually strengthen prospects for financial success. These objectives must be achieved while also addressing consumers’ desires for a “live, work, stay, play, and learn environment” and creating a positive, long-term identity for the project.

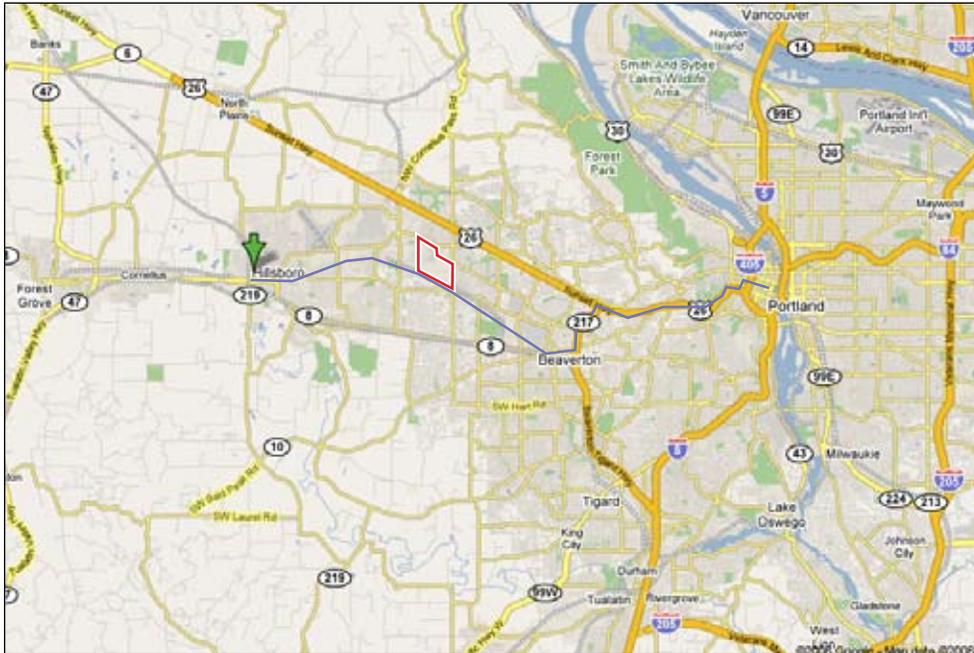


FIGURE 1  
The OHSU/AmberGlen Plan Area (outlined in red) shown in its context in the Portland metro area. The MAX light-rail line, adjacent to the site to the south, is shown in blue.

Real property product and amenities should be planned in concert with an analysis of the markets that will serve specific products. Because it is a mixed-use community, all of the urban land use markets will require continuous monitoring and measuring. This process is pursued for the purpose of accelerating project sales and mitigating absorption risk. However, successful community building of this sort must balance between market studies and market strategies.

In close cooperation with the project team, programming includes identifying and formulating a concept for this expanded urban center, including:

- Land uses by type
- Product mix
- Number and type of product
- Recommended phasing of product
- Non-residential components
- Commercial and industrial uses and activities
- Educational and research uses
- Alternative forms for non-residential elements (i.e.: town center)
- Non-residential phasing recommendations
- Recommended amenities
- Other development recommendations

## CHALLENGES

Preparing a development program for the OHSU/AmberGlen urban center is challenging. Specific local precedent does not exist. Aspects of the program do exist in various places in the region: office concentration on Kruse Way in Lake Oswego, at Washington Square in Tigard and at Lloyd Center; high density housing in the Pearl and near Lloyd Center; and suburban retail centers at Bridgeport and the Streets of Tanasbourne. Thus, programming successes observed elsewhere can be transferred to this site.

In addition to the traditional factors of market conditions, site conditions, city policies, access, infrastructure, and other related factors, programming for the urban center can be further impacted by a wide, and sometimes conflicting, array of expectations, policies, hopes, and ideals. With density and intensity come both on-site parking challenges and off-site traffic impacts – together, the Achilles heel that can and likely will threaten the success of the OHSU/AmberGlen area without a strong and committed public-private partnership. Public financing assistance is absolutely necessary and public funds for Place Making must be aggressively sought by an array of dedicated agencies and interest groups. And while the potential for this area is very high, so are the barriers.

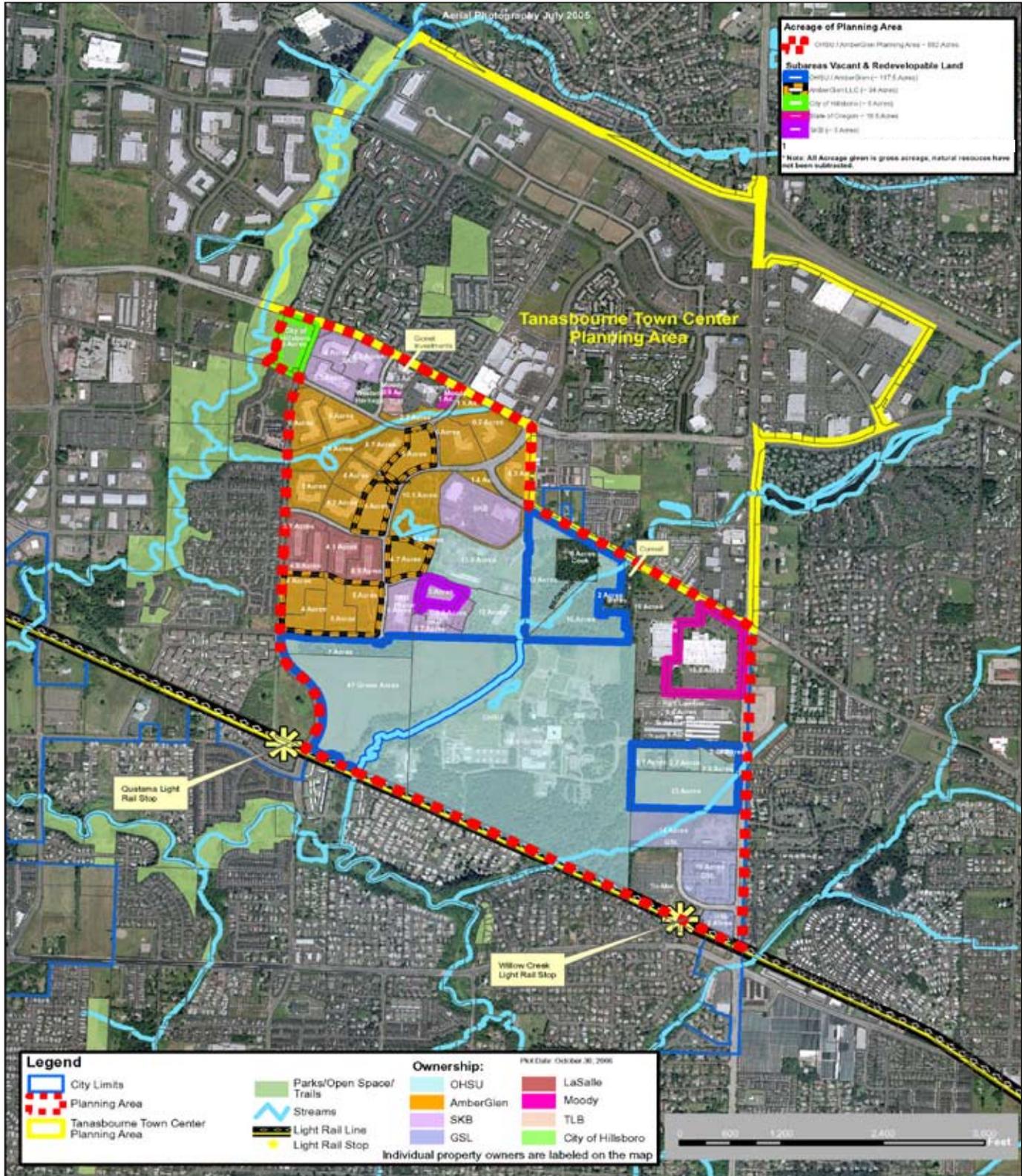
## STAKEHOLDERS

The participants or stakeholders in this process who have (or can be expected to express) interest in the outcome of the OHSU/AmberGlen urban center include, but are not limited to:

- City of Hillsboro
- Property owners
- Developers
- Investors
- Existing tenants
- Nearby property owners and tenants
- Metro
- TriMet
- Oregon Department of Transportation
- Oregon Economic Development
- Washington County
- Citizen groups
- Other special interest groups

FIGURE 2

THE OHSU / AMBERGLEN PLAN AREA



## MORE ABOUT PROGRAMMING

The consultant team is charged with the responsibility of preparing a plan that seeks successful implementation while addressing, to the extent reasonably possible, the goals of the MOU. The additional and equally rigorous layer of considerations that impact the program consist of:

- Market willingness to live, work and shop in the physical environment to be developed;
- Market capacity to pay (either through rents, home (condominium) ownership, or retail and office rents);
- Ability to establish private sector construction and long-term debt for development on the property;
- Lending and loan underwriting policy and criteria;
- Achieving levels of profitability commensurate with risk to attract private development capital to the area;
- Establishing an arrangement of land uses that can be successfully introduced into the marketplace with sufficient velocity (rate of sales and leases) to return the revenues necessary to provide infrastructure both on-site and off-site; and
- Addressing sustainability and energy conservation.

Hence, all development strategies must thoughtfully consider needs of the potential residents, employees and shoppers who will come to the area, and to the relationship between the OHSU/AmberGlen Plan Area and its neighbors. These considerations include product price, size, quality levels, image, quality of life, and other factors. Adjacent considerations include important “pulse points” such as Tanasbourne Town Center, Ronler Acres, and downtown Hillsboro. The OHSU/AmberGlen center must successfully establish a sense of place and, in doing so, build a different value base than traditional lower and medium density detached housing currently represented in Hillsboro. Part of the financing strategy will be to establish a community with a range of housing products and prices while recognizing that most housing will be parked in structures. Housing is the dominant recommended land use and must pay its share of off-site infrastructure costs. An affordable housing component will need to be accommodated within the overall economics of the emerging community.

## DEVELOPMENT THEME AND CHARACTER

The recommended program is for a Mixed-Use Urban Community offering employment, shopping, education, and recreation in a residential and employment center environment. This theme of a very urban residential community integrated with a high quality, employment center providing family wage jobs is recommended for a number of important reasons:

- A residential community is the only primary land use category that can reasonably “take down” (sell) this large concentration of real estate holdings in a reasonable time frame – necessary in order to repay capital, the cost of capital and generate a fair profit. Urban housing represents the largest programmed investment category.
- This portion of the region has considerable employment opportunities today. More is desired and the residential community will support nearby business and technical employment expansion.
- By seeking a jobs-housing balance, transportation needs can be better accommodated at less than traditional cost. Public transportation between housing, jobs, shopping, education, and recreation means fewer cars on the road. Costly structured parking demands can be reduced on a per unit or per job basis as daily needs are provided immediately nearby.
- A mixed-use urban community addresses the Guiding Principles created by project stakeholders including the OHSU/ Amberglen Steering Committee.
- Metro’s growth forecasts support a predominantly residential project.
- A mixed-use urban community permits a range of different kinds of housing to be introduced simultaneously. Therefore, a number of different housing markets can be addressed in terms of household size, age of the head of household, incomes, and lifestyles.
- The recommended development type serves the financial interests of area property owners because such a community has the potential to deliver considerable returns. As explained elsewhere, a mixed-use urban community can also fulfill the goals of the city and Hillsboro residents.

The OHSU/ AmberGlen Plan Area should include a wide range of housing choices in terms of image, price, density, and quality (commensurate with price) combined with increasing intensification of employment (office) structures in mid-rise buildings. These uses will replace existing one- and two-story tilt-up buildings.

This building diversity (form, color, materials, density, etc.) will be executed within the more homogenous physical context of planned streetscape, landscaping, street lighting, signing, street furniture, and other “common” elements. In other words, the character of the public realm will give consistency to the streetscape and landscape whereas diversity will be most visibly expressed in the buildings.

# PROGRAMING METHODOLOGY

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The following flow chart summarizes the quantitative and qualitative steps taken by the project team to define the development program. The methodology is explained in greater detail throughout this section of the report.

## 1. Create Design Concept

The Design Concept is the “big picture” vision for the physical layout of the site and was developed through a process including stakeholder interviews, public outreach, and a charrette.



## 2. Define Districts

The plan area is composed of ten different districts, each with its own identity. By dividing the site into districts, different development types, phasing, and other characteristics can be assigned to various areas.



## 3. Create Development Types

Development Types quantify the type and amount of various land uses – such as residential, employment, or retail – that will take place on individual parcels. The Development Types are based on a review of actual built projects, and are assigned to parcels within the plan area.



## 4. Establish Project Phasing

Phasing estimates the order and speed at which various districts will develop. Due to market preferences and constraints, some districts are likely to develop more quickly than others.



## • Development Program

Combining the results of all four steps yields a numerical and visual picture of the plan area – from the entire site to individual blocks.

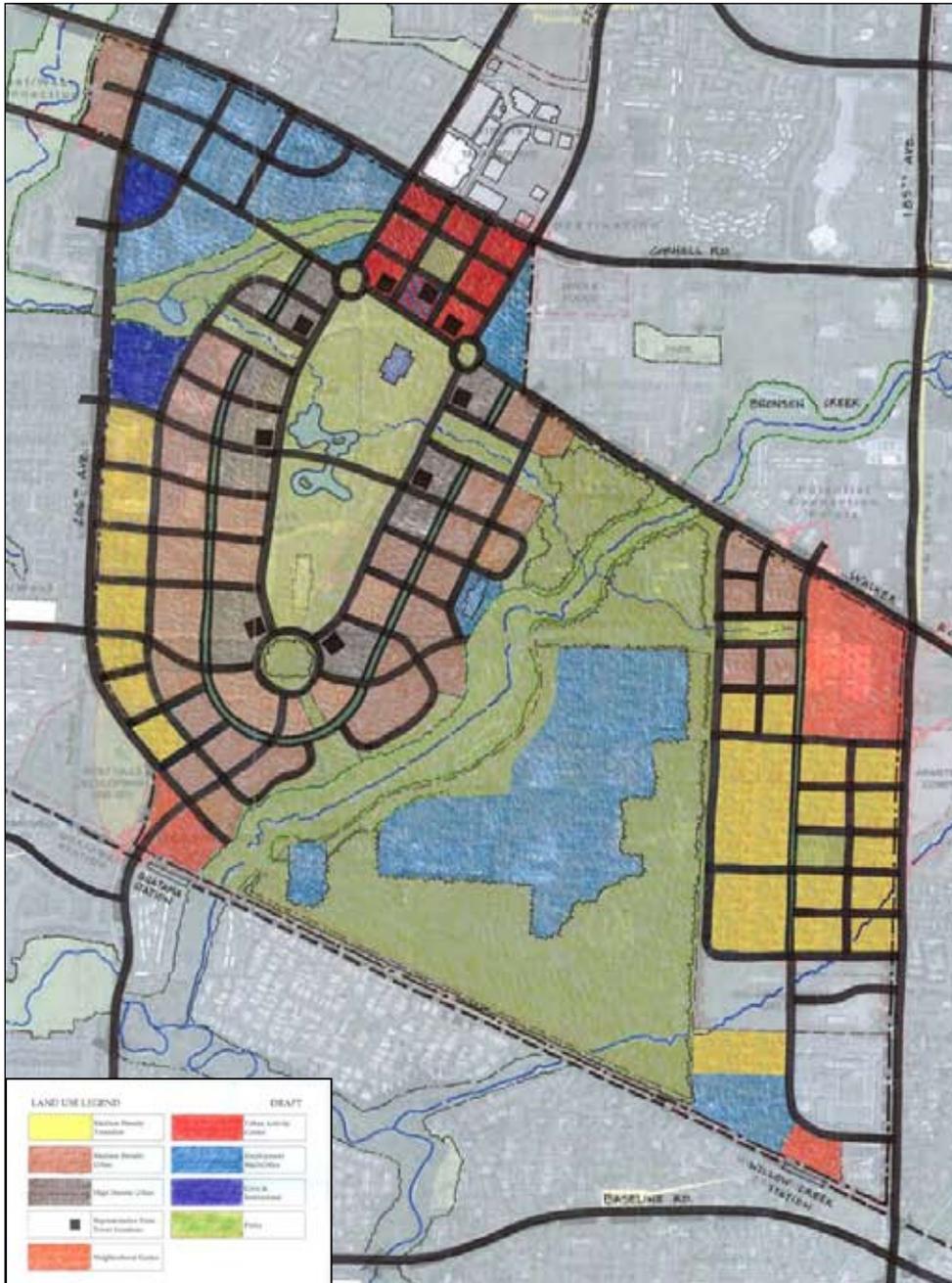


FIGURE 3  
The OHSU/AmberGlen Design Concept

## 1. CREATE A DESIGN CONCEPT

Project stakeholders, including property owners, Steering and Technical Advisory Committee members, and others worked with the project team during the August 2006 charrette to develop four alternative designs for the entire OHSU/AmberGlen Plan Area. In work sessions following the charrette, the team combined the core features of those products into a final design concept.

The design concept, shown on the previous page, identifies the major elements of the plan for the area, including the following:

- Central Urban Activity Center (red)
- A strong north-south site axis
- A central park following the axis, connected to two protected creekside natural areas
- High-density residential and mixed-use areas bordering the central park and axis: “Place high density where urban amenities are highest.”
- Road network (general framework to be informed by future traffic analysis)
- A variety of different districts, each with a different emphasis of land use, including neighborhood centers and primary employment centers

The final concept includes numerous other features and responds to the design concept developed during the charrette. The concept was presented to the Hillsboro Planning Commission, Steering, and Technical Advisory Committees on August 30 (for more detail, see the PB PlaceMaking/LCG PowerPoint presentation attached as Appendix D).

## 2. DIVIDE PLAN AREA INTO DEVELOPMENT DISTRICTS

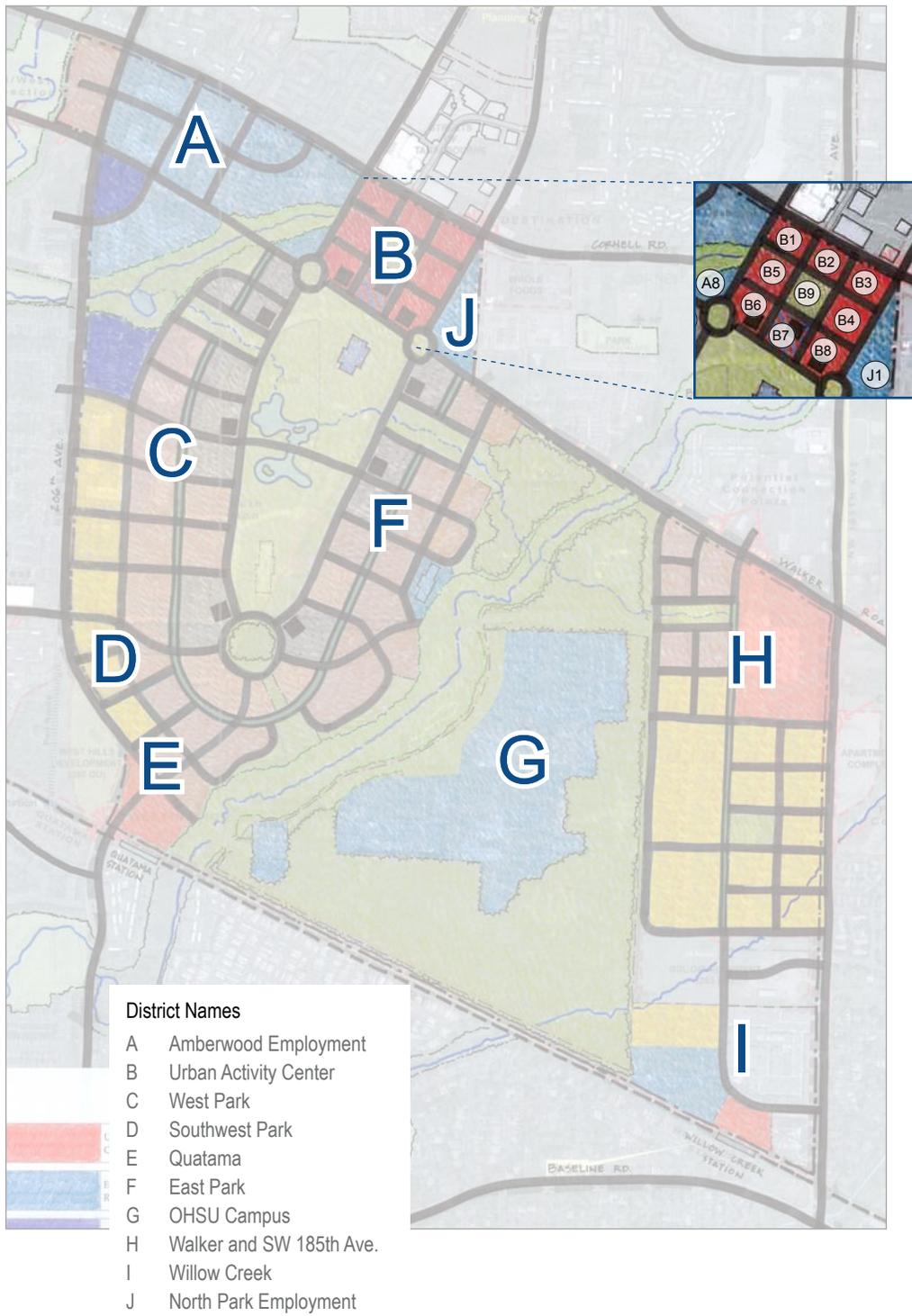
Guided by the Design Concept, the project team structured the entire site into ten districts, identified as A through J, shown in Figure 4. The inset box shows how each development parcel was assigned a particular number within each district. For a map of the entire plan area including each parcel number, see Appendix A. Each District was given a tentative name, shown on the map key at right, to facilitate identification.

The districts serve several purposes:

- Reflecting the identity of various activity centers—from neighborhood retail to the central urban activity center—identified by the design concept.
- Facilitating the traffic modeling as each district can be used as a Traffic Analysis Zone (TAZ).
- Enabling the project team to construct different phasing scenarios for the various districts. Some areas and real estate products will develop more quickly than others, described in Step 4.

FIGURE 4

## OHSU/AmberGlen Districts and Parcel Numbers



### 3. CREATE DEVELOPMENT TYPES

The project team then translated the general OHSU/AmberGlen vision into specific development concepts for individual parcels by defining a series of different “development types” – representative of different land uses and varying levels of density and intensity.

These development types are a critical bridge between the conceptual and quantitative aspects of the development program, as they assist in translating various types of buildings into “numbers.” Development types are first quantified in terms of gross floor areas of various land uses, and Floor-Area Ratios (FAR\*\*). These measures can then be expanded to determine other development characteristics, such as number of residential units or (structured) parking spaces. The overall intensity of the community is such that most buildings require structured parking solutions.

The standard parcel size is approximately 1.5 acres (240’ by 240’), though many parcels are larger. This configuration has several advantages: it is a highly efficient template, particularly for the development of parking structures, yet it also maintains an urban-scale, walkable environment.

TABLE 2

#### OHSU/AmberGlen Development Types

Development Type	Land Use As Percentage of Gross Floor Area					Floor-Area Ratio (FAR)**	Residential Density (du/acre)**
	Residential	Office	Retail	Hotel	Parking*		
 Med Density Transition	77%	5%	3%	0%	15%	0.65	20
 Med Density Urban	71%	6%	3%	0%	20%	1.5	42
 High Density Urban	60%	16%	4%	0%	20%	3.0	71
 Neighborhood Center 1	11%	14%	45%	0%	30%	0.7	3
 Neighborhood Center 2	15%	20%	65%	0%	0%	0.45	3
 Urban Activity Center	24%	14%	25%	7%	30%	3.0	29
 Emp/R&D/Office	0%	77%	3%	0%	20%	1.0	0

Source: PB PlaceMaking/Leland Consulting Group.

\* See Parking note, page 17.

\*\* FAR: Floor-Area Ratio is a measure of a building's gross floor area compared to the area of the site it occupies. For example, a 20,000 square foot (sf) building on a 40,000 sf site would have a FAR of 0.5.

\*\*\* The abbreviation “du” is used throughout for “dwelling units.”



Clockwise from above left, comparable developments and corresponding development types: Medium Density Transition (Crawford Square); Medium Density Urban (Addison Circle); High Density Urban (Museum Place); and Neighborhood Center 1 (Lake View Village). Further development types are shown on the following pages.

The eight final development types are shown in Table 2 and represent the various categories of development expected for the urban community. The types range in density and intensity from the largely residential Medium Density Transition (0.65 FAR), to the very lively, highly mixed-use Urban Activity Center (3.0 FAR).

**Using Comparable Developments.** The development types were modeled and then reevaluated against currently built and occupied comparable projects. The project team repeatedly readjusted its projections for parking and FARs based on the review of comparables. The comparables comparison process is critical in order to:

- Ensure that expectations (use mix, parking ratios, etc.) are grounded in reality, and not simply the product of an ambitious planning process.
- Demonstrate that while the project’s goals remain ambitious and untested to some degree in this market, they have been successfully implemented elsewhere.



TABLE 3

## Development Types and Corresponding Comparable Developments

Development Type	Comparable Developments	Location City	State
	Med Density Transition	Standard Rowhouse Gresham Central Apartments Crawford Square Belmont Dairy (rowhouses) Orenco Station (rowhouses, attached single family) Trammell Crow at Tanasbourne	Anytown USA Gresham OR Pittsburgh PA Portland OR Hillsboro OR Hillsboro WA
	Med Density Urban	Addison Circle The Yards at Union Station Plano Transit Village Heritage Place RiverPlace	Addison TX Portland OR Plano TX Vancouver WA Portland OR
	High Density Urban	The Henry Museum Place Harbor Steps Doma	Portland OR Portland OR Seattle WA San Diego CA
	Neighborhood Center 1	Lake View Village Mockingbird Station Tanasbourne Town Center RiverPlace	Lake Oswego OR Dallas TX Hillsboro OR Portland OR
	Neighborhood Center 2	Orenco Station Southlake Town Center ("Town Center" component only)	Southlake TX
	Urban Activity Center	Brewery Blocks (with The Henry) Technology Square 16 Market Square	Portland OR Atlanta GA Denver CO
	Emp/R&D/Office	The Centex Building Fox Tower Lloyd District	Dallas TX Portland OR Portland OR

Source: PB PlaceMaking / Leland Consulting Group.

Table 3 lists many of the comparable developments used by the project team to model the OHSU/AmberGlen development types. The following two pages show a detailed analysis of one development type: Medium Density Urban. Detailed analyses of other development types are included in Appendix B.

The following notes apply to the comparable development review process:

- No two projects are the same. In transferring development numbers from projects around the United States, adjustments were made to account for different projected surrounding environments, densities, use mixes, and parking ratios.
- In general, FAR and other density metrics have been adjusted downward, representing an effort to balance an ambitious plan with somewhat conservative estimates. For example, while the Urban Activity Center is based on Portland's Brewery Blocks development, the expectation is that, overall, it will be less dense. These density and other development metrics will be further adjusted through stakeholder input as this planning process goes forward.
- Parking. Note that the parking percentages in each development type include structured parking only; the area of any surface or on-street parking is omitted. For example, in a ten-story office building with two floors of parking, 20 percent of the gross floor area is devoted to parking. The same size building with a large surface lot but no structured parking would register 0 percent. Thus, a low parking value as a percentage of gross floor area does not necessarily indicate a low parking ratio. This is especially true for low-FAR uses such as the neighborhood center, where most parking is provided in surface lots.
- Residential unit size: Assumed to be 1,100 square feet throughout all residential development types. This accounts for 1,000 square feet of living space and 100 square feet of common area.



Neighborhood Center 2



Urban Activity Center



Emp / R&D / Office



OHSU Campus

From top to bottom: Neighborhood Center 2 (Orenco Station); Urban Activity Center (Brewery Blocks); Employment 1 (Centex Building); and Employment 2 (Gateway Business Park).

## MEDIUM DENSITY URBAN



Above: Portland's Yards at Union Station; top and right, Addison Circle, which has differentiated Addison, Texas from other Dallas area suburbs.

### NOTES

- The Medium Density Urban development type is expected to consist primarily of residential uses, but also includes a mix of retail and office, in order to create a lively, mixed-use neighborhood.
- Building heights of 3 to 6 stories.
- Addison Circle is a medium size (80 acres) medium-density, mixed-use project that completely changed the identity and image of Addison, Texas – from a relatively nondescript suburb of Dallas to a vibrant and walkable community. It was the result of a collaborative public-private partnership between the city of Addison and developers Post Properties.
- Addison Circle's lower FAR and residential density reflects the fact that roads and park areas are included in its site plan, not netted out as in the case of the Yards and other developments.
- The Yards at Union Station are located adjacent to Portland's historic train station, and show how attractive semi-public open spaces and thoughtful design can be used to diminish a project's perceived density.

TABLE 4

## Quantitative Analysis - Medium Density Urban

Project	Location		Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
Addison Circle	Addison	TX	80.0	4	0.7	32	2001
The Yards at Union Station	Portland	OR	6.1	5	1.5	88	2005
Medium Density Urban					1.5	42	

## Land Uses - Built Floor Area (%)

	Gross Floor Area (GFA)	Residential Units	Residential sf	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)
Addison Circle	2,386,800	1,236	1,276,800	340,000	130,000	0	0	640,000
The Yards at Union Station	386,650	535	321,000	0	0	0	0	65,650
Medium Density Urban			71%	6%	3%	0%	0%	20%

## Land Uses - Built Floor Area (%)



Source: PB PlaceMaking / Leland Consulting Group.

## 4. ESTABLISH PROJECT PHASING

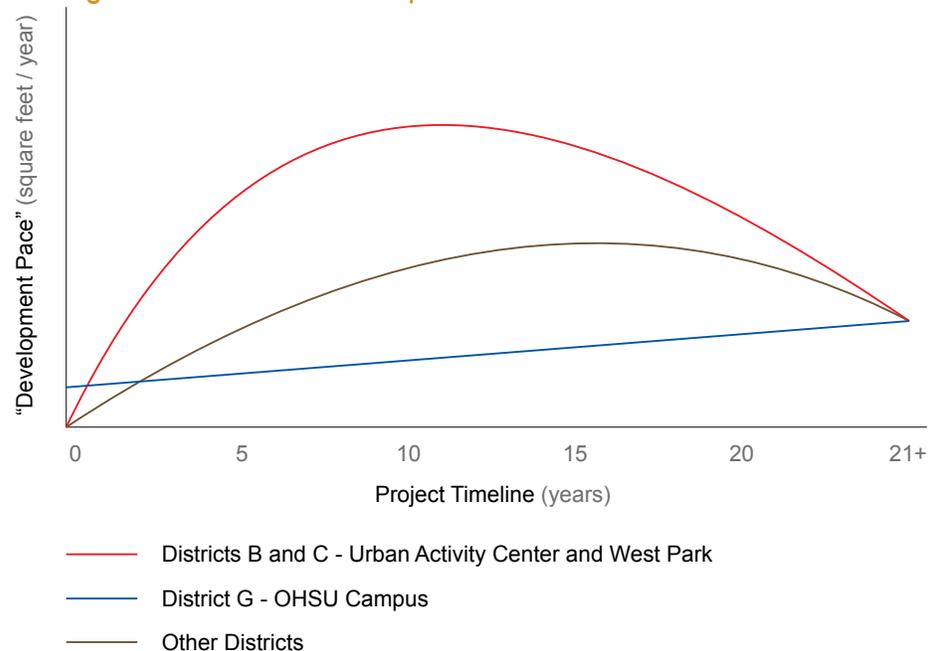
In long-term planning or real estate development, it is important to acknowledge that some areas and development types will develop quickly, whereas others may take many years to reach their potential. In order to reflect this reality, the project team established phasing timelines for each OHSU/AmberGlen district. The timelines show the amount of development projected to take place in the district during five different time periods (0 to 5 years, 6 to 10, 11 to 15, 16 to 20, and 21 plus) as a percentage of that district's total development. Figure 5 and Table 5 show these phasing timelines for each district; the two display the same data in different formats.

Conceptual Phasing Timeline. Figure 5 sketches out the broad assumptions as to how different districts within the OHSU/AmberGlen area are expected to develop:

- Districts B and C. These districts represent the project's core areas and, along with public open spaces, will define the OHSU/AmberGlen area for residents and visitors alike. The districts will also require the largest amounts of public investment, and thus should be encouraged to develop at a rapid pace in the early years of this evolving community. The early development of B and C offers great opportunities and challenges.
- District G - OHSU Campus. Expected to continue to develop at a steady but not particularly rapid pace throughout the project time frame, according to the institution's own 20-year master plan.
- Other Districts. Typical development curve peaking in middle years of project.

FIGURE 5

### Phasing Timelines - Conceptual



Source: PB PlaceMaking / Leland Consulting Group.

Note that in terms of the overall development timeline, the pace of development is expected to be greatest in years 5 to 15. The team expects that it will take several years to secure the proper development “infrastructure” – including the MOU, development agreements, zoning and incentive systems, public financing instruments, roads and parks – without which, development will be impractical. Private investment follows public investment.

Many factors influence project phasing, including current and future property ownership, market acceptance of different products, public infrastructure and policy, developer experience, the economy, and other external impacts. Within the OHSU/AmberGlen Plan Area, the following factors will have major impacts on the development timeline of the entire project and its component districts:

- Property ownership. Some property owners are looking to sell land and buildings in the near future while others are willing to hold for greater long-term gain.
- Current level of development. Parcels currently occupied by high-value buildings, equipment, or other improvements (e.g., some of the Oregon Graduate Institute medical buildings) are likely to remain in place for many years, while vacant or near-vacant parcels are likely to be developed quickly (e.g., several vacant AmberGlen business park parcels adjacent to AmberGlen Parkway).
- Proximity to new urban amenity base. Developing the central park and other amenities should precede efforts to introduce high density development. The market (especially new residents) will want to have access to amenities the day they move in.

TABLE 5  
Phasing Timelines - Quantitative

District	0 - 5 years		6 - 10 years		11 - 15 years		16 - 20 years		21 + years	
	%	sq ft	%	sq ft	%	sq ft	%	sq ft	%	sq ft
<b>A</b> Northwest Employment	20	221,000	40	442,000	30	331,500	10	110,500	0	0
<b>B</b> Urban Activity Center	35	443,100	65	822,900	0	0	0	0	0	0
<b>C</b> West Park	15	436,628	30	873,255	40	1,164,340	15	436,628	0	0
<b>D</b> Southwest Park	35	210,280	35	210,280	30	180,240	0	0	0	0
<b>E</b> Quatama	25	186,100	35	260,540	40	297,760	0	0	0	0
<b>F</b> East Park	0	0	30	517,950	40	690,600	30	517,950	0	0
<b>G</b> OHSU Campus	10	109,480	10	109,480	20	218,960	20	218,960	40	437,920
<b>H</b> Walker and SW 185th Ave.	25	285,913	25	285,913	30	343,095	20	228,730	0	0
<b>I</b> Willow Creek	25	190,275	25	190,275	30	228,330	20	152,220	0	0
<b>J</b> North Park Employment	0	0	0	0	0	0	100	90,000	0	0
<b>Subtotal</b>		<b>2,082,775</b>		<b>3,712,593</b>		<b>3,454,825</b>		<b>1,754,988</b>		<b>437,920</b>

Source: PB PlaceMaking / Leland Consulting Group.

## DEVELOPMENT PROGRAM: SITE-WIDE SUMMARY

As this development program has asserted from the beginning, the OHSU/AmberGlen Plan is large, showing more than 11.4 million square feet of gross floor area. Table 6 and Figures 6 and 7 further show:

TABLE 6

<b>TOTAL DEVELOPMENT SUMMARY TABLE</b>	
Developed Land Area (acres)	252
<b>Land uses by Floor Area (square feet)</b>	
Residential	5,323,757
Office	3,087,861
Retail	845,757
Hotel	88,620
Structured Parking	2,097,105
<b>Gross Floor Area</b>	<b>11,443,100</b>
Residential Units	4,840
Net Residential Density	19.2 du/acre

\* Calculated as Residential Units divided by Developed Land Area; right-of-ways and open space not included in area.

- A Mixed-Use Urban Community, with residential comprising the greatest amount of floor area. While the primary uses of residential, retail, and office are mixed in almost every district, residential area predominates, and is dispersed through most areas of the project.
- The greatest areas of residential concentration are in the East and West Park districts, where mid-rise and high-rise condominiums take full advantage of the project’s open-space centerpiece. With a total of 4,840 units, the OHSU/AmberGlen Plan Area would rival the population of the Pearl District, which has more than 5,000 units built since the mid-’90s.
- Retail is concentrated near the north but lightly scattered throughout the site. A concerted effort was made to almost double the current 360,000 square feet of retail at the Streets of Tanasbourne, and as a result, approximately 316,000 square feet of retail is included in the Urban Activity Center.
- Employment uses are primarily concentrated in the Northwest Employment district and OHSU Campus, but are also present throughout the site, enhancing the feeling of a lively, urban, mixed-use area. The OHSU Campus is the only single-use district.

This Development Program is an attempt to put the essence of the OHSU/AmberGlen plan into a narrative and quantitative format – but it is a work in progress. Going forward, many stakeholders – including developers, property owners, neighbors, and other stakeholders – will need to add to and modify this program in order to make it work.

FIGURE 6

### Development Area by District and Land

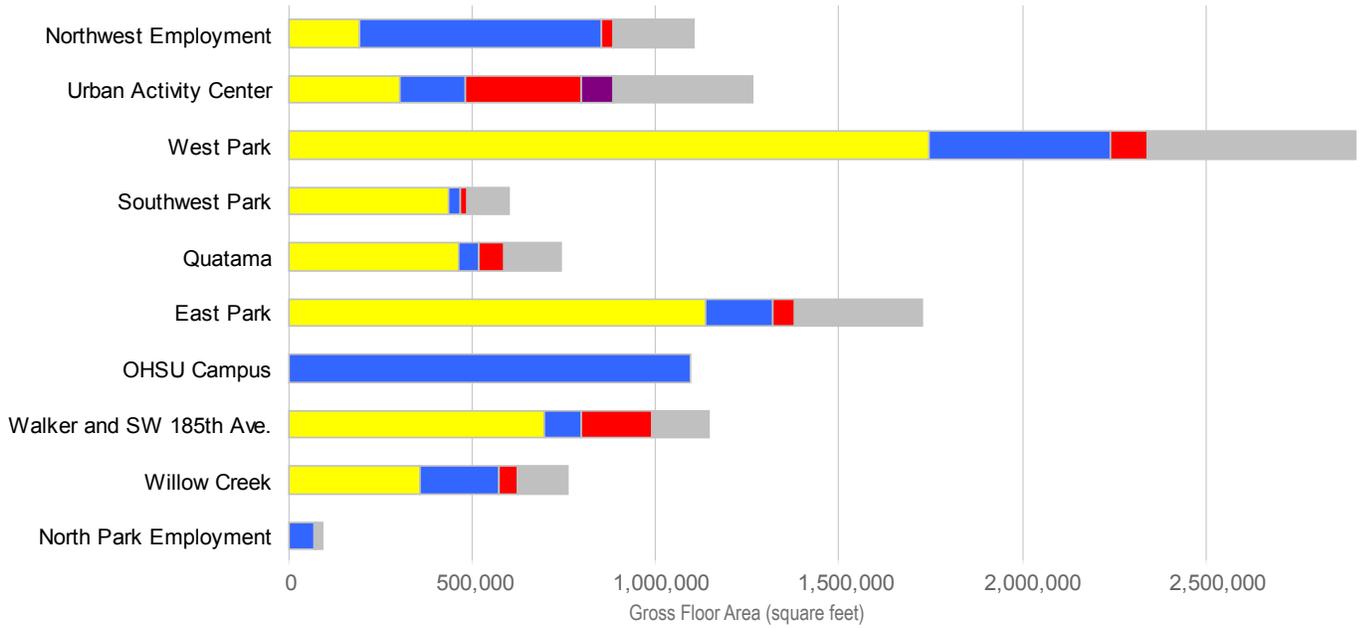
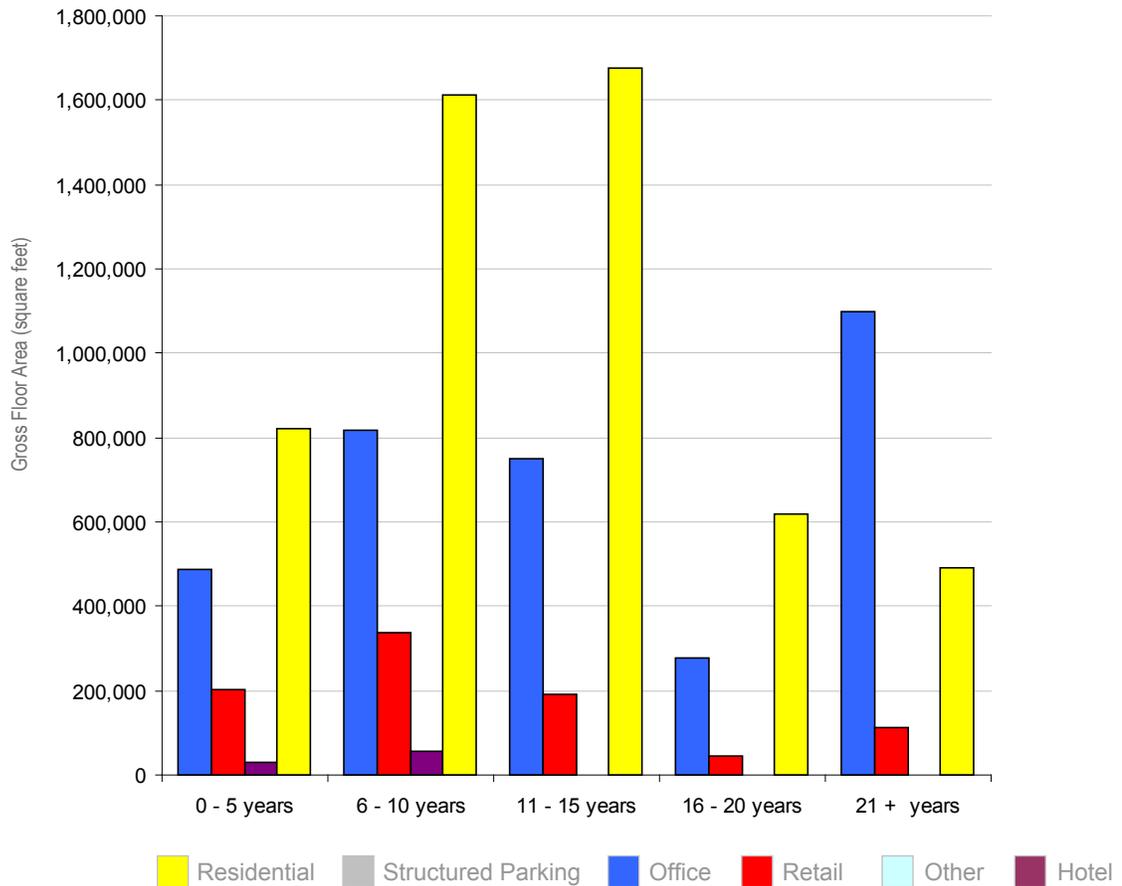


FIGURE 7

### Development Area by Time Period



Source: PB PlaceMaking / Leland Consulting Group.

# IMPLEMENTATION NOTES

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The OHSU/AmberGlen design concept and development plan are extremely valuable tools that will help move this project forward. But the plans must be supported by a focused implementation strategy, or risk being stalled by the certain challenges that will arise as this plan moves from concept to reality.

This section outlines some of the basic elements and concepts that are part of that implementation strategy, as well as plan elements that were not studied as part of the development program. These are the types of tools that will be necessary in the coming phases of this project.

## MEMORANDUM OF UNDERSTANDING

Because the opportunities and issues are so complex, a Memorandum of Understanding (MOU) is strongly recommended between the parties. As a rule, an MOU is not legally binding. However, it can serve as an interim guiding document to gain agreement and understanding between the key parties – owners, developers, City, and Metro. Such an MOU would define in summary fashion all of the objectives:

- Overall goals for the OHSU/AmberGlen Urban Center
- Land use plan
- Location of land uses
- Circulation and amenity system
- Phasing of development
- Primary responsibilities of parties
- Funding strategy and tools to be employed for public-private projects
- Overview of the regulatory and permitting system and new tools
- Structure of a public-private oversight committee
- Other elements

If a guiding MOU can be established, then the more complex documents can be achieved in an accelerated time frame:

- New land use regulations
- Integrating OHSU/AmberGlen into a new type of Town/Regional Center
- Development agreements (with the City)
- Accelerated approvals permitting
- Use of the Implementation Tools below – System Development Charges, Tax Increment Financing, etc.

## IMPLEMENTATION TOOLS

Tools are divided into two categories: Policy & Regulatory, and Financial & Physical.

### Policy & Regulatory

- Comprehensive Plan revision/designation
- Zoning
- Design standards
- Covenants, Conditions, and Restrictions (CC&Rs)

### Financial & Physical

- Systems Development Charges (SDC). Municipalities collect SDCs from developers in order to finance the on- and off-site improvements related to a given project, such as roads or parks. A well-crafted SDC plan will focus these assessments on essential improvements that enhance the value of the site.
- Tax Increment Financing (TIF). This is a financing mechanism in which public projects are funded by debt borrowed against the future growth of property taxes in a district.
- Local Improvement District (LID). An LID is a type of special assessment district frequently used by developers to pay for capital improvements that benefit a defined area. A specific area is determined based on the type of improvement and who will benefit from the improvement. The assessment is generally based on the increased property values that result from the improvement and is used to pay off all or a portion of the costs of the project.
- General Obligation Bonds. G.O. bonds are issued by the City and are backed by the full faith and credit of the City. Bonds are subject to a public vote.
- County, Metro-level, State, and Federal funding sources. Funding and partnership resources are available from various levels of government, including Metro's Centers incentives, and the State of Oregon's Transportation and Growth Management and Vertical Housing programs. Because the OHSU/AmberGlen area has the potential to become a model for local and statewide land use, it can and should draw on these tools.

## FOR FURTHER STUDY

Several elements critical to the success of the OHSU/AmberGlen Plan were not examined as part of the development program, but merit mention here.

### Transportation System

The transportation system within the OHSU/AmberGlen Plan area, and connections to other parts of Hillsboro and the region, is of paramount importance to the success of the project. Further, the cost of transportation infrastructure and the financial framework created to fund it, can make or break the project regardless of the market's appetite for the vibrant urban environment proposed here. Thus, concurrent with the creation of the development program, a traffic analysis is being conducted by staff at the City of Hillsboro, Washington County, and consultant staff at Kittelson Associates. The results of that analysis will be presented to the project Steering Committee in late 2006.

As part of the traffic analysis, the project team addressed the interaction between the physical design and transportation on the OHSU/AmberGlen site. The team emphasized that a number of unique design elements should increase non-auto mode shares, and result in a significant reduction of required off-site roadway improvements. Those elements include: a mass-transit "circulator" and MAX light rail adjacency; high jobs-housing balance; walkable urban environment; and potential long-term increases in fuel prices.

### Parks, Open Space, and Green Streets

These green elements of the plan will play an absolutely critical role in defining the OHSU/AmberGlen mixed-use community. As stakeholders and the project team have said throughout, the level of amenities must match the level of density. Residents and employers will only choose to locate in a higher-density environment if a rich mix of amenities is close at hand – and parks and open spaces are a critical piece of that amenity mix.

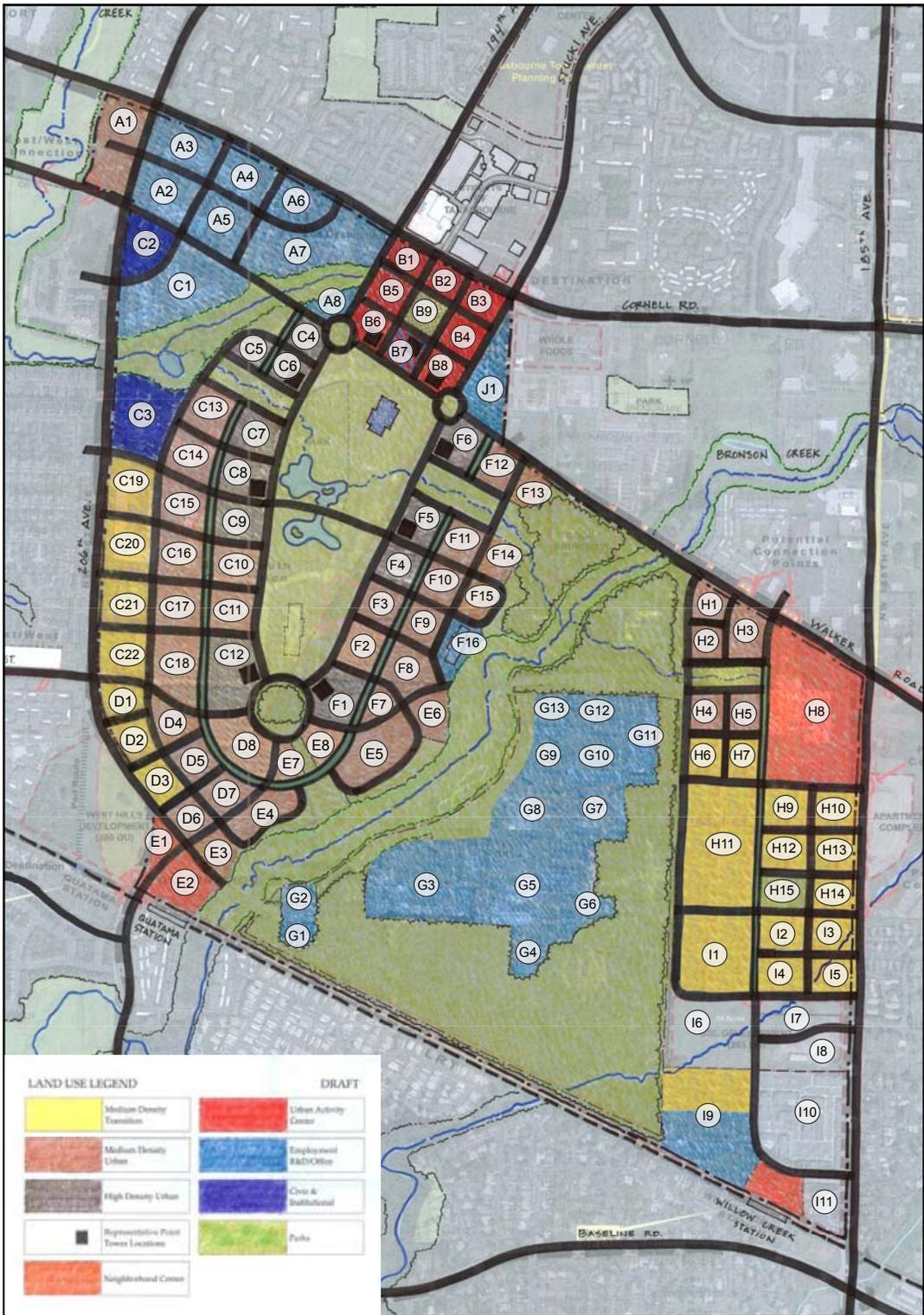
A well-developed network of parks and open spaces was devised in the design concept. Green streets – where nature is introduced into streetscapes to both enhance the pedestrian experience and bring down infrastructure costs – were also emphasized. However, the green network was not analyzed further as part of the development program. The project team will need to devote further consideration to the design and financing of these plan elements in future implementation phases as a successful high-density environment will be difficult without them.

### Project Branding and Identity

As mentioned in the introduction, this project will need a strong, clear identity in order to convey the benefits of living, working, or shopping in this unique mixed-use environments. The "OHSU/AmberGlen Plan Area" designation may have to make way for a new name and identity that communicate the plan's value to the public – many of whom may not be familiar with comparable real estate products. This identity also needs to be shaped in future project phases.

# APPENDIX A

## DEVELOPABLE PARCELS BY DISTRICT AND NUMBER



# APPENDIX B

## DEVELOPMENT TYPE DETAILS

### MEDIUM DENSITY TRANSITION



Gresham Central Apts.



Crawford Square

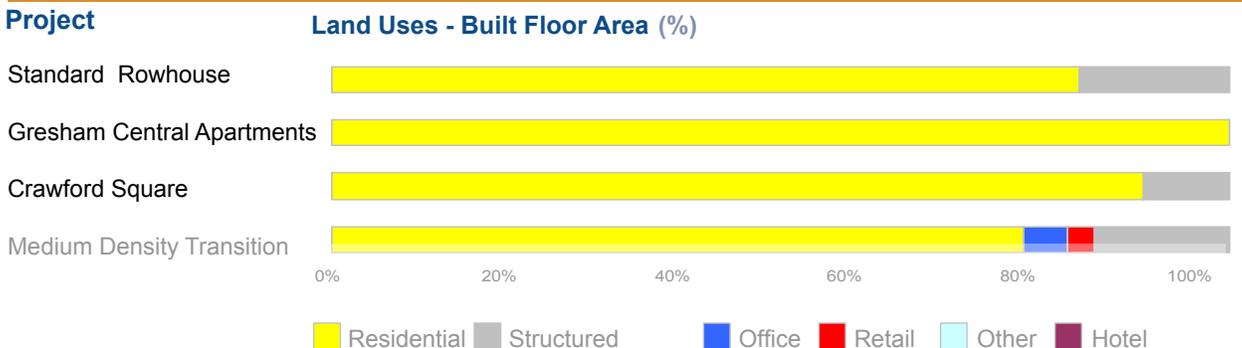
### PROJECT DATA

Project	Location		Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
Standard Rowhouse	Anytown	USA	>0.1	2 to 3	1.1	27	-
Gresham Central Apartments	Gresham	OR	2.7	3	0.7	33	1997
Crawford Square	Pittsburgh	PA	24.0	3	0.7	28	2000
Medium Density Transition					0.65	20	

### LAND USES

Project	Land Uses - Built Floor Area							Structured Parking (sf)
	Gross Floor Area (GFA)	Residential Units	Office sf	Retail sf	Hotel sf	Other sf		
Standard Rowhouse	1,800	1	1,500	0	0	0	0	300
Gresham Central Apartments	82,058	90	82,058	0	0	0	0	0
Crawford Square	471,600	426	426,000	0	0	0	0	45,600
Medium Density Transition	1,316,900	922	1,014,013	65,845	39,507	0	0	197,535

### LAND USES



**MEDIUM DENSITY URBAN**



Addison Circle



The Yards at Union Station

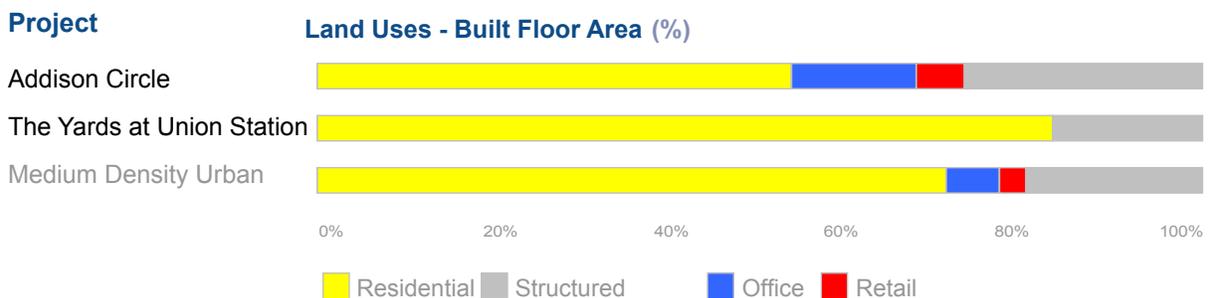
**PROJECT DATA**

Project	Location		Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
Addison Circle	Addison	TX	80.0	4	0.7	32	2001
The Yards at Union Station	Portland	OR	6.1	5	1.5	88	2005
Medium Density Urban					1.5	42	

**LAND USES**

Project	Land Uses - Built Floor Area							
	Gross Floor Area (GFA)	Residential Units	Residential sf	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)
Addison Circle	2,386,800	1,236	1,276,800	340,000	130,000	0	0	640,000
The Yards at Union Station	386,650	535	321,000	0	0	0	0	65,650
Medium Density Urban	3,684,000	2378	2,615,640	221,040	110,520	0	0	736,800

**LAND USES**



# APPENDIX B

## DEVELOPMENT TYPE DETAILS

### HIGH DENSITY URBAN



Harbor Steps



Museum Place

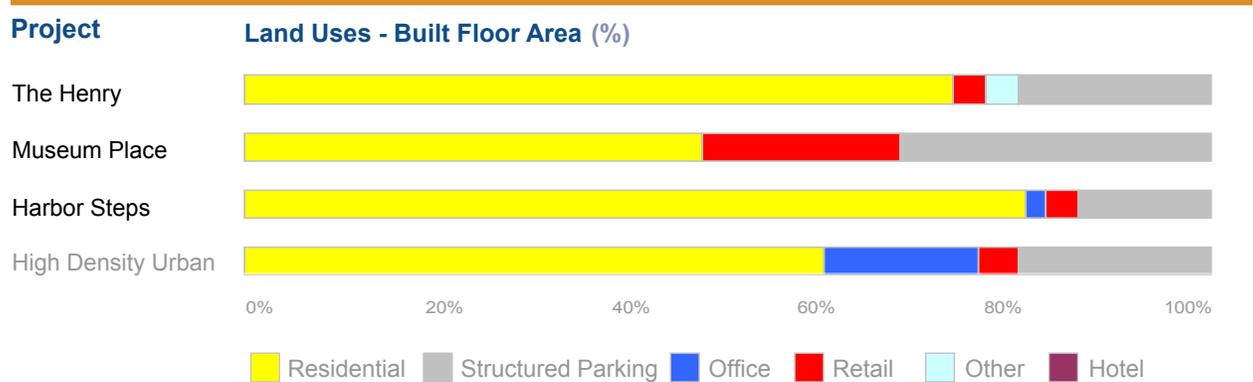
### PROJECT DATA

Project	Location City	State	Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
The Henry	Portland	OR	0.5	15	12.0	246	2004
Museum Place	Portland	OR	0.9	3 to 8	5.0	152	2003
Harbor Steps	Seattle	WA	2.5		10.1	305	2000
High Density Urban					3.0	71	

### LAND USES

Project	Land Uses - Built Floor Area							
	Gross Floor Area (GFA)	Residential Units	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)	
The Henry	326,700	123	239,580	0	11,000	0	10,780	65,340
Museum Place	295,000	140	140,000	0	60,000	0	0	95,000
Harbor Steps	1,303,000	762	1,220,400	31,000	51,600	0	0	208,000
High Density Urban	2,220,000	1211	1,332,000	355,200	88,800	0	0	444,000

### LAND USES



# NEIGHBORHOOD CENTER 1



Mockingbird Station



Lake View Village



RiverPlace

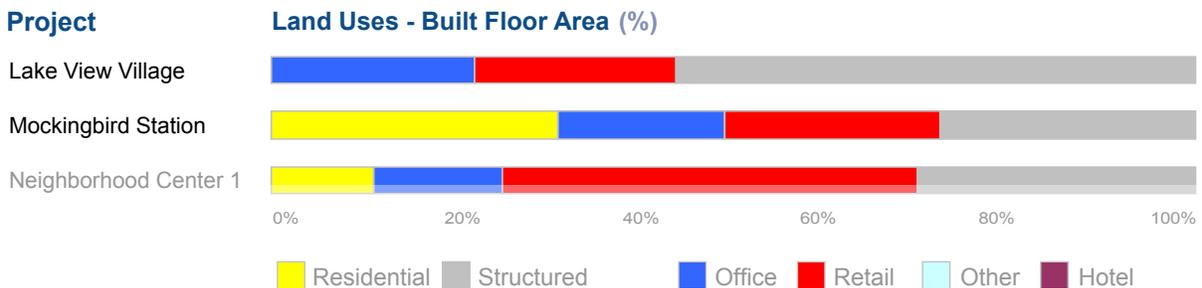
## PROJECT DATA

Project	Location		Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
Lake View Village	Lake Oswego	OR	2.5	2 to 3	2.1	0	2003
Mockingbird Station	Dallas	TX	10.0		1.3	21	2002
Neighborhood Center 1					0.7	3	

## LAND USES

Project	Land Uses - Built Floor Area							
	Gross Floor Area (GFA)	Residential Units	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)	
Lake View Village	228,100	0	50,000	50,000	0	0	128,100	
Mockingbird Station	773,150	211	140,000	180,000	0	0	213,150	
Neighborhood Center 1	179,900	18	25,186	80,955	0	0	53,970	

## LAND USES



# APPENDIX B

## DEVELOPMENT TYPE DETAILS

# NEIGHBORHOOD CENTER 2



Orenco Station



Southlake Town Center

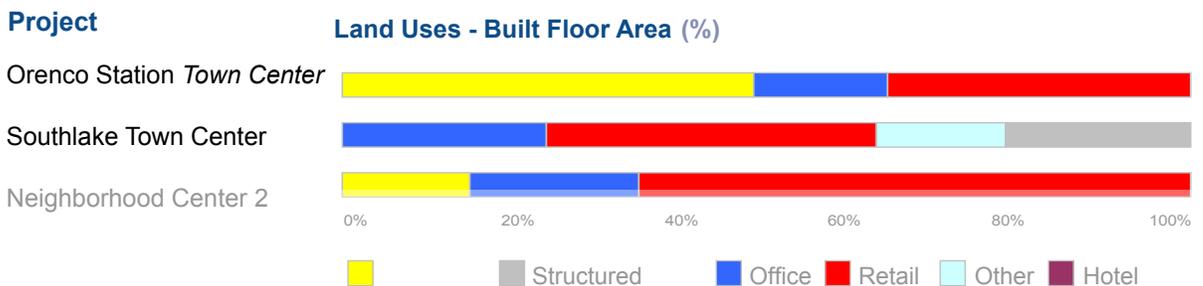
## PROJECT DATA

Project	Location		Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
Orenco Station <i>Town Center</i>	Portland	OR	7.0	2 to 3	0.6	7	2002
Southlake Town Center	Southlake	TX	50.0	2	0.3	0	2001
Neighborhood Center 2					0.45	3	

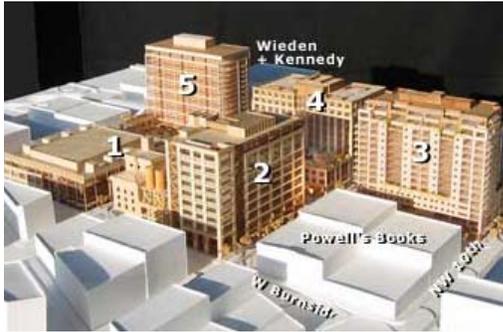
## LAND USES

Project	Land Uses - Built Floor Area							
	Gross Floor Area (GFA)	Residential Units	Residential sf	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)
Orenco Station <i>Town Center</i>	196,250	50	95,250	31,000	70,000	0	0	0
Southlake Town Center	663,000	0	0	160,000	257,000	0	102,000	144,000
Neighborhood Center 2	256,500	35	38,475	51,300	166,725	0	0	0

## LAND USES



# URBAN ACTIVITY CENTER



Brewery Blocks (includes The Henry)



Brewery Blocks

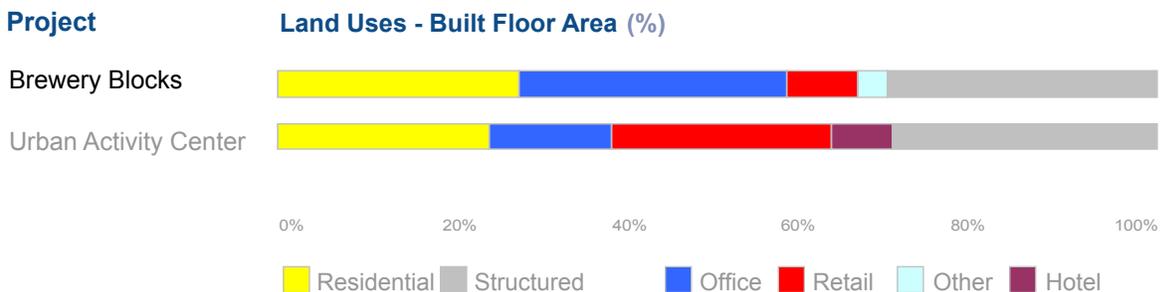
## PROJECT DATA

Project	Location		Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
Brewery Blocks	Portland	OR	4.0	2 to 15	6.8	92	2005
Urban Activity Center					3.0	29	

## LAND USES

Project	Land Uses - Built Floor Area							
	Gross Floor Area (GFA)	Residential Units	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)	
Brewery Blocks	1,709,653	366	468,000	521,913	137,400	0	57,000	525,340
Urban Activity Center	1,266,000	276	303,840	177,240	316,500	88,620	0	379,800

## LAND USES



# APPENDIX B

## DEVELOPMENT TYPE DETAILS

### EMPLOYMENT / R & D / OFFICE



Centex Building



Fox Tower

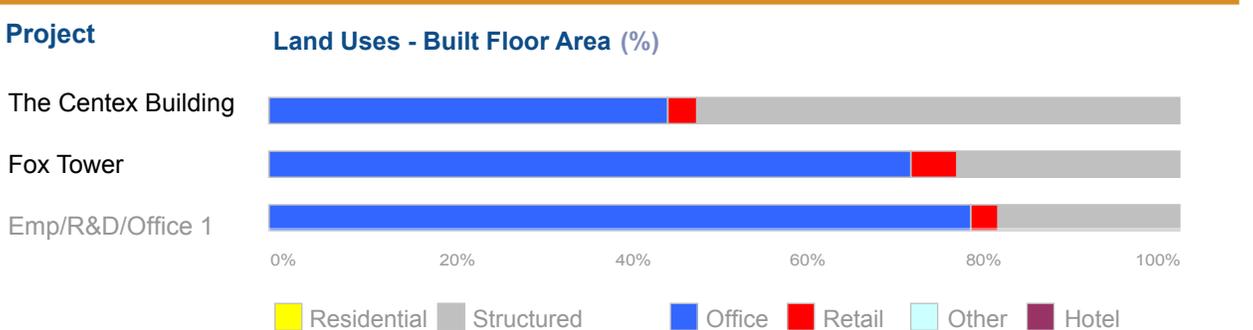
### PROJECT DATA

Project	Location		vSite Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
The Centex Building	Dallas	TX	2.0		2.1	0	
Fox Tower	Portland	OR	0.9		11.0	0	
Emp/R&D/Office 1					1.0	0	

### LAND USES

Project	Land Uses - Built Floor Area							
	Gross Floor Area (GFA)	Residential Units	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)	
The Centex Building	375,931	0	164,909	11,472	0	0	199,550	
Fox Tower	579,821	0	408,446	30,000	0	0	141,375	
Emp/R&D/Office 1	1,185,000	0	912,450	35,550	0	0	237,000	

### LAND USES



## OHSU CAMPUS



Gateway Business Park

### PROJECT DATA

Project	Location		Site Size (acres)	Floors	FAR	Density du/acre	Year Complete
	City	State					
The Corporate Center	Framingham	MA	18.6		0.6	0	
Gateway Business Park	South San	CA	23.0		0.3	0	
Emp/R&D/Office 2					0.7	0	

### LAND USES

Project	Land Uses - Built Floor Area							
	Gross Floor Area (GFA)	Residential Units	Office sf	Retail sf	Hotel sf	Other Use sf	Structured Parking (sf)	
The Corporate Center	833,933	0	447,883	0	0	0	386,050	
Gateway Business Park	276,944	0	226,944	0	0	50,000	0	
Emp/R&D/Office 2	1,094,800	0	1,094,800	0	0	0	0	

### LAND USES

