

# Clackamas County Development Agency

## *Mission Statement*

*Provide capital improvements + development opportunities, and  
neighborhood enhancement programs.*



Proposed Budget Presentation  
Fiscal Year 2026-2027

May 2026



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**CLACKAMAS**  
C O U N T Y



Transportation & Development - CCDA (60)

Budget Summary by Fund

Line of Business	Program	FY26-27	FY26-27	FY26-27	FY26-27	FY26-27	FY26-27	% of	FY26-27 FTE **		
		North Clackamas Revitalization Tax Increment Fund (353)	Clackamas Town Center Development Area Fund (450)	Clackamas Industrial Development Area Fund (451)	North Clackamas Revitalization Area Fund (453)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Visioning Services	Urban Renewal	20,846,600	5,554,290	6,663,761	8,753,091	41,817,743	-	0%	3.0	3.0	-
<b>Total</b>		20,846,600	5,554,290	6,663,761	8,753,091	41,817,743	-	0%	3.0	3.0	-
<b>FY25-26 Budget (Amended)</b>		15,214,020	5,361,557	6,068,003	14,995,238	41,638,819	-	0%	3.0	3.0	-
<b>\$ Increase (Decrease)</b>		5,632,580	192,733	595,758	(6,242,147)	178,924	-	-	-	-	-
<b>% Increase (Decrease)</b>		37%	4%	10%	-42%	0%	-	-	0%	0%	-

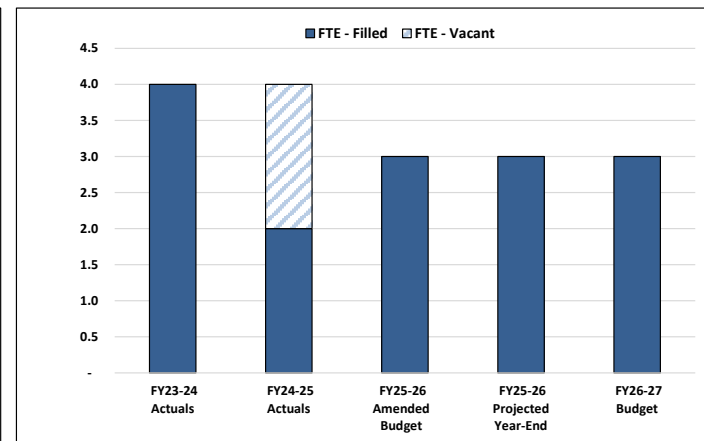
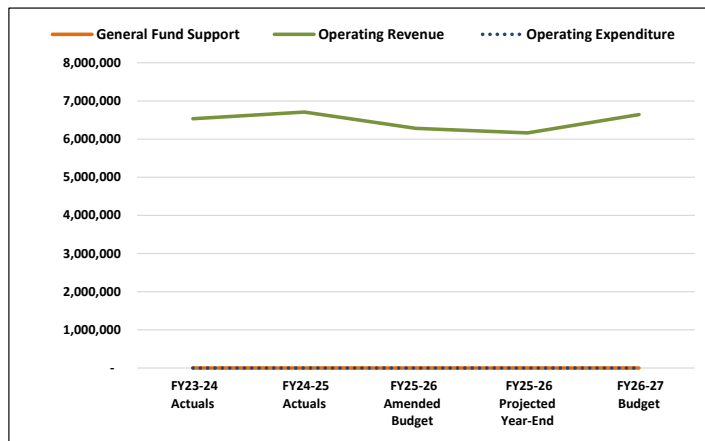
\*General Fund Support is a subsidy, net of any other revenue received by the department.

\*\* Personnel services are shown as "Contracted Labor". FTE rolls up into department 80.

\*\* FY26-27 FTE: The figures align to each department's updated personnel counts.

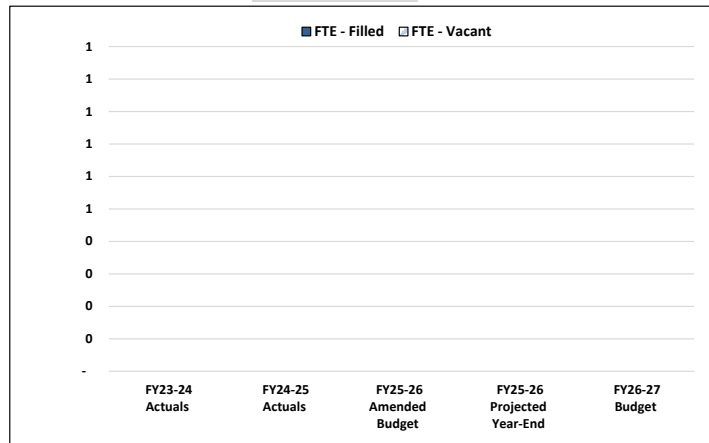
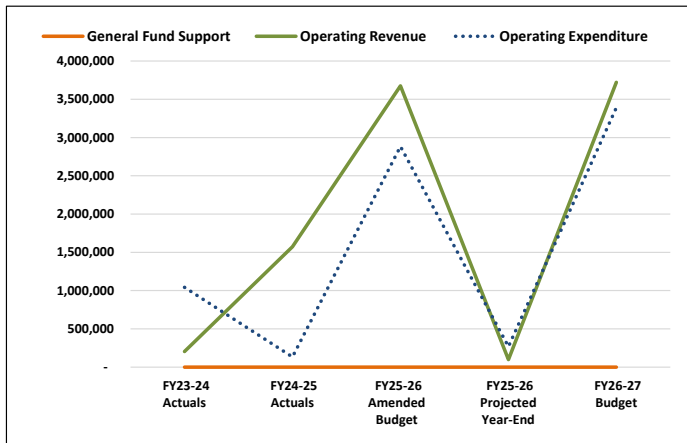
**60-Transportation & Development (DTD) / 353-North Clackamas Revitalization Tax Increment Fund**  
**Summary of Revenue and Expense**

	FY23-24 Actuals	FY24-25 Actuals	FY25-26 Amended Budget	FY25-26 Projected Year-End	FY26-27 Budget	<u>Budget to Budget:</u>	
						\$ Variance	% Variance
<b>Beginning Fund Balance</b>	16,706,338	11,938,020	8,933,020	9,344,930	14,203,088	5,270,068	59%
Taxes	5,546,662	5,904,883	5,744,000	5,624,158	5,790,513	46,513	1%
Federal, State, Local, All Other Gifts	1,409	1,125	1,000	1,000	1,000	-	0%
Charges, Fees, License, Permits	-	-	-	-	-	-	-
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	984,249	801,540	536,000	536,000	852,000	316,000	59%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>6,532,320</b>	<b>6,707,549</b>	<b>6,281,000</b>	<b>6,161,158</b>	<b>6,643,513</b>	<b>362,513</b>	<b>6%</b>
<b>Total Revenue</b>	<b>23,238,658</b>	<b>18,645,568</b>	<b>15,214,020</b>	<b>15,506,088</b>	<b>20,846,600</b>	<b>5,632,580</b>	<b>37%</b>
Personnel Services	-	-	-	-	-	-	-
Materials and Services	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
<b>Operating Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Debt Service	1,300,638	1,300,639	1,303,000	1,303,000	1,303,000	-	0%
Special Payments	-	-	-	-	-	-	-
Transfers	10,000,000	8,000,000	6,000,000	-	7,000,000	1,000,000	17%
Contingency	-	-	2,000,000	-	4,000,000	2,000,000	100%
<b>Total Appropriated</b>	<b>11,300,638</b>	<b>9,300,639</b>	<b>9,303,000</b>	<b>1,303,000</b>	<b>12,303,000</b>	<b>3,000,000</b>	<b>32%</b>
Reserve for Future Expenditures	-	-	5,911,020	-	8,543,600	2,632,580	45%
<b>Total Expense</b>	<b>11,300,638</b>	<b>9,300,639</b>	<b>15,214,020</b>	<b>1,303,000</b>	<b>20,846,600</b>	<b>5,632,580</b>	<b>37%</b>
<b>Revenues Less Expenses</b>	<b>11,938,020</b>	<b>9,344,930</b>	<b>-</b>	<b>14,203,088</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Full Time Equivalent (FTE)</u>				<i>As Of 04/2026</i>			
FTE - Total	4.0	4.0	3.0	3.0	3.0	-	-
FTE - Filled	4.0	2.0	3.0	3.0	3.0	-	-
FTE - Vacant	-	2.0	-	-	-	-	-



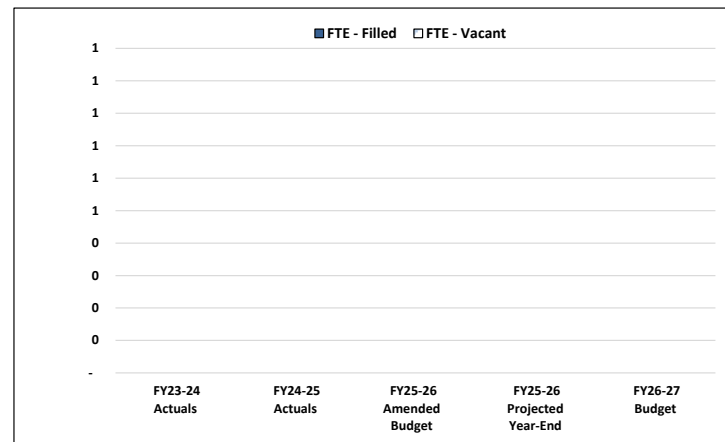
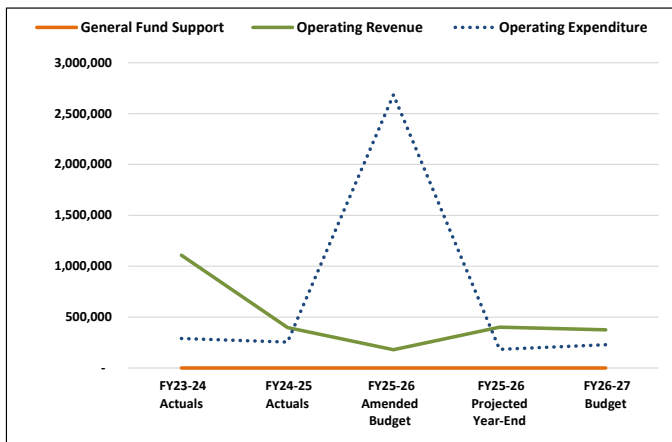
**60-Transportation & Development (DTD) / 450-Clackamas Town Center Development Area Fund**  
**Summary of Revenue and Expense**

	FY23-24 Actuals	FY24-25 Actuals	FY25-26 Amended Budget	FY25-26 Projected Year-End	FY26-27 Budget	<u>Budget to Budget:</u>	
						\$ Variance	% Variance
<b>Beginning Fund Balance</b>	1,402,609	563,181	1,686,065	2,002,355	1,832,774	146,708	9%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits	153,022	67,237	6,292	6,292	7,428	1,136	18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	51,670	1,505,487	3,669,200	92,620	3,714,089	44,889	1%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>204,692</b>	<b>1,572,725</b>	<b>3,675,492</b>	<b>98,912</b>	<b>3,721,517</b>	<b>46,025</b>	<b>1%</b>
<b>Total Revenue</b>	<b>1,607,300</b>	<b>2,135,905</b>	<b>5,361,557</b>	<b>2,101,267</b>	<b>5,554,290</b>	<b>192,733</b>	<b>4%</b>
Personnel Services	-	-	-	-	66	66	-
Materials and Services	178,992	103,393	381,860	118,493	140,427	(241,433)	-63%
Capital Outlay	865,128	30,157	2,500,500	150,000	3,250,000	749,500	30%
<b>Operating Expenditure</b>	<b>1,044,120</b>	<b>133,551</b>	<b>2,882,360</b>	<b>268,493</b>	<b>3,390,493</b>	<b>508,133</b>	<b>18%</b>
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Contingency	-	-	500,000	-	500,000	-	0%
<b>Total Appropriated</b>	<b>1,044,120</b>	<b>133,551</b>	<b>3,382,360</b>	<b>268,493</b>	<b>3,890,493</b>	<b>508,133</b>	<b>15%</b>
Reserve for Future Expenditures	-	-	1,979,197	-	1,663,797	(315,400)	-16%
<b>Total Expense</b>	<b>1,044,120</b>	<b>133,551</b>	<b>5,361,557</b>	<b>268,493</b>	<b>5,554,290</b>	<b>192,733</b>	<b>4%</b>
<b>Revenues Less Expenses</b>	<b>563,181</b>	<b>2,002,355</b>	<b>-</b>	<b>1,832,774</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Full Time Equivalent (FTE)</u>				<i>As Of 04/2026</i>			
FTE - Total	-	-	-	-	-	-	-
FTE - Filled	-	-	-	-	0	-	-
FTE - Vacant	-	-	-	-	0	-	-



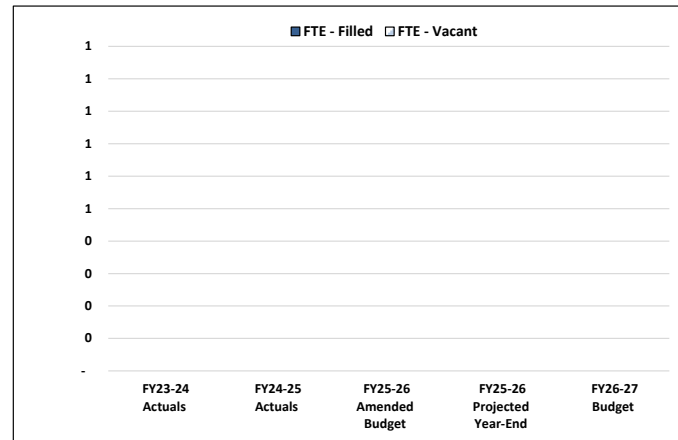
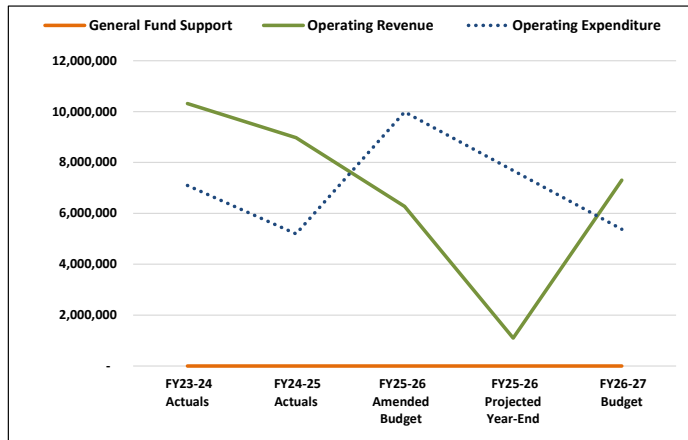
**60-Transportation & Development (DTD) / 451-Clackamas Industrial Development Area Fund**  
**Summary of Revenue and Expense**

	FY23-24 Actuals	FY24-25 Actuals	FY25-26 Amended Budget	FY25-26 Projected Year-End	FY26-27 Budget	<u>Budget to Budget:</u>	
						\$ Variance	% Variance
<b>Beginning Fund Balance</b>	6,281,584	7,099,909	5,888,212	6,069,842	6,288,639	400,427	7%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits	-	-	6,292	6,300	7,428	1,136	18%
Revenue from Bonds & Other Debts	-	-	-	-	-	-	-
All Other Revenue Resources	1,108,612	398,077	173,500	395,830	367,694	194,194	112%
Other Interfund Transfers	-	-	-	-	-	-	-
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>1,108,612</b>	<b>398,077</b>	<b>179,792</b>	<b>402,130</b>	<b>375,122</b>	<b>195,330</b>	<b>109%</b>
<b>Total Revenue</b>	<b>7,390,195</b>	<b>7,497,987</b>	<b>6,068,004</b>	<b>6,471,972</b>	<b>6,663,761</b>	<b>595,757</b>	<b>10%</b>
Personnel Services	-	-	-	-	66	66	-
Materials and Services	286,127	199,348	464,260	162,832	208,447	(255,813)	-55%
Capital Outlay	4,159	54,749	2,220,500	20,500	20,500	(2,200,000)	-99%
<b>Operating Expenditure</b>	<b>290,286</b>	<b>254,097</b>	<b>2,684,760</b>	<b>183,332</b>	<b>229,013</b>	<b>(2,455,747)</b>	<b>-91%</b>
Debt Service	-	-	-	-	-	-	-
Special Payments	-	1,174,048	2,500,000	-	5,500,000	3,000,000	120%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	883,243	-	934,748	51,505	6%
<b>Total Appropriated</b>	<b>290,286</b>	<b>1,428,145</b>	<b>6,068,003</b>	<b>183,332</b>	<b>6,663,761</b>	<b>595,758</b>	<b>10%</b>
Reserve for Future Expenditures	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>290,286</b>	<b>1,428,145</b>	<b>6,068,003</b>	<b>183,332</b>	<b>6,663,761</b>	<b>595,758</b>	<b>10%</b>
<b>Revenues Less Expenses</b>	<b>7,099,909</b>	<b>6,069,842</b>	<b>-</b>	<b>6,288,639</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Full Time Equivalent (FTE)</u>				<i>As Of 04/2026</i>			
FTE - Total	-	-	-	-	-	-	-
FTE - Filled	-	-	-	-	0	-	-
FTE - Vacant	-	-	-	-	0	-	-



**60-Transportation & Development (DTD) / 453-North Clackamas Revitalization Area Fund**  
**Summary of Revenue and Expense**

	FY23-24 Actuals	FY24-25 Actuals	FY25-26 Amended Budget	FY25-26 Projected Year-End	FY26-27 Budget	<u>Budget to Budget:</u>	
						\$ Variance	% Variance
<b>Beginning Fund Balance</b>	2,373,136	5,593,098	8,719,903	9,375,167	1,447,768	(7,272,135)	-83%
Taxes	-	-	-	-	-	-	-
Federal, State, Local, All Other Gifts	-	-	-	-	-	-	-
Charges, Fees, License, Permits	23,400	-	50,335	52,035	59,423	9,088	18%
Revenue from Bonds & Other Debts	26,824	-	-	-	-	-	-
All Other Revenue Resources	266,798	976,815	225,000	1,047,440	245,900	20,900	9%
Other Interfund Transfers	10,000,000	8,000,000	6,000,000	-	7,000,000	1,000,000	17%
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>10,317,022</b>	<b>8,976,815</b>	<b>6,275,335</b>	<b>1,099,475</b>	<b>7,305,323</b>	<b>1,029,988</b>	<b>16%</b>
<b>Total Revenue</b>	<b>12,690,158</b>	<b>14,569,913</b>	<b>14,995,238</b>	<b>10,474,642</b>	<b>8,753,091</b>	<b>(6,242,147)</b>	<b>-42%</b>
Personnel Services	-	-	-	-	528	528	-
Materials and Services	712,323	665,975	875,483	728,546	917,604	42,121	5%
Capital Outlay	6,384,737	4,528,771	9,112,000	6,956,296	4,460,000	(4,652,000)	-51%
<b>Operating Expenditure</b>	<b>7,097,060</b>	<b>5,194,746</b>	<b>9,987,483</b>	<b>7,684,842</b>	<b>5,378,132</b>	<b>(4,609,351)</b>	<b>-46%</b>
Debt Service	-	-	-	-	-	-	-
Special Payments	-	-	1,342,033	1,342,033	500,000	(842,033)	-63%
Transfers	-	-	-	-	-	-	-
Contingency	-	-	3,665,722	-	2,874,959	(790,763)	-22%
<b>Total Appropriated</b>	<b>7,097,060</b>	<b>5,194,746</b>	<b>14,995,238</b>	<b>9,026,875</b>	<b>8,753,091</b>	<b>(6,242,147)</b>	<b>-42%</b>
Reserve for Future Expenditures	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>7,097,060</b>	<b>5,194,746</b>	<b>14,995,238</b>	<b>9,026,875</b>	<b>8,753,091</b>	<b>(6,242,147)</b>	<b>-42%</b>
<b>Revenues Less Expenses</b>	<b>5,593,098</b>	<b>9,375,167</b>	<b>-</b>	<b>1,447,767</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Full Time Equivalent (FTE)</u>				<i>As Of 04/2026</i>			
FTE - Total	-	-	-	-	-	-	-
FTE - Filled	-	-	-	-	0	-	-
FTE - Vacant	-	-	-	-	0	-	-



# FY26-27: Looking Ahead

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## FY26-27 Opportunities

- Properties currently held for redevelopment are being actively marketed to potential developers.
  - Liquidation of these assets will provide additional funding for remaining projects.
  - Two development agreements are in negotiations that would result in significant job creation and increased assessed value in the Clackamas Town Center area.
- Leveraging funds to maximize return on limited remaining funding in urban renewal plan areas.

## FY26-27 Challenges

- Limited funds remaining in the Clackamas Town Center and Clackamas Industrial Area districts for capital improvement projects.



Transportation & Development - CCDA (60)

Budget Summary by Fund

Line of Business	Program	FY26-27	FY26-27	FY26-27	FY26-27	FY26-27	FY26-27	% of	FY26-27 FTE **		
		North Clackamas Revitalization Tax Increment Fund (353)	Clackamas Town Center Development Area Fund (450)	Clackamas Industrial Development Area Fund (451)	North Clackamas Revitalization Area Fund (453)	Total Budget	General Fund Support in Budget*	Total	Total	Filled	Vacant
Visioning Services	Urban Renewal	20,846,600	5,554,290	6,663,761	8,753,091	41,817,743	-	0%	3.0	3.0	-
<b>Total</b>		20,846,600	5,554,290	6,663,761	8,753,091	41,817,743	-	0%	3.0	3.0	-
<b>FY25-26 Budget (Amended)</b>		15,214,020	5,361,557	6,068,003	14,995,238	41,638,819	-	0%	3.0	3.0	-
<b>\$ Increase (Decrease)</b>		5,632,580	192,733	595,758	(6,242,147)	178,924	-	-	-	-	-
<b>% Increase (Decrease)</b>		37%	4%	10%	-42%	0%	-	-	0%	0%	-

\*General Fund Support is a subsidy, net of any other revenue received by the department.

\*\* Personnel services are shown as "Contracted Labor". FTE rolls up into department 80.

\*\* FY26-27 FTE: The figures align to each department's updated personnel counts.



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**CLACKAMAS**  
C O U N T Y



Budget-to-Budget:

	FY23-24 Actuals	FY24-25 Actuals	FY25-26 Amended Budget	FY25-26 Projected Year-End	FY26-27 Budget	\$ Variance	% Variance
<b>Beginning Fund Balance</b>	<b>26,763,667</b>	<b>25,194,207</b>	<b>25,227,200</b>	<b>26,792,293</b>	<b>23,772,268</b>	<b>(1,454,932)</b>	<b>-6%</b>
Taxes	5,546,662	5,904,883	5,744,000	5,624,158	5,790,513	46,513	1%
Federal, State, Local, All Other Gifts	1,409	1,125	1,000	1,000	1,000	-	0%
Charges, Fees, License, Permits, Fines	176,422	67,237	62,919	64,627	74,279	11,360	18%
Revenue from Bonds & Other Debts	26,824	-	-	-	-	-	-
All Other Revenue Resources	2,411,329	3,681,920	4,603,700	2,071,890	5,179,683	575,983	13%
Other Interfund Transfers	10,000,000	8,000,000	6,000,000	-	7,000,000	1,000,000	17%
General Fund Support	-	-	-	-	-	-	-
<b>Operating Revenue</b>	<b>18,162,645</b>	<b>17,655,166</b>	<b>16,411,619</b>	<b>7,761,675</b>	<b>18,045,475</b>	<b>1,633,856</b>	<b>10%</b>
<b>Total Revenue</b>	<b>44,926,312</b>	<b>42,849,373</b>	<b>41,638,819</b>	<b>34,553,969</b>	<b>41,817,743</b>	<b>178,924</b>	<b>0%</b>
Personnel Services	-	-	-	-	660	660	-
Materials and Services	1,177,443	968,716	1,721,604	1,009,872	1,266,479	(455,125)	-26%
Capital Outlay	7,254,023	4,613,677	13,833,000	7,126,796	7,730,500	(6,102,500)	-44%
<b>Operating Expense</b>	<b>8,431,466</b>	<b>5,582,393</b>	<b>15,554,604</b>	<b>8,136,668</b>	<b>8,997,639</b>	<b>(6,556,965)</b>	<b>-42%</b>
Debt Service	1,300,638	1,300,639	1,303,000	1,303,000	1,303,000	-	0%
Special Payments	-	1,174,048	3,842,033	1,342,033	6,000,000	2,157,967	56%
Transfers	10,000,000	8,000,000	6,000,000	-	7,000,000	1,000,000	17%
Contingency	-	-	7,048,965	-	8,309,707	1,260,742	18%
<b>Total Appropriated</b>	<b>19,732,104</b>	<b>16,057,080</b>	<b>33,748,602</b>	<b>10,781,701</b>	<b>31,610,346</b>	<b>(2,138,256)</b>	<b>-6%</b>
Reserve for Future Expenditures	-	-	7,890,217	-	10,207,397	2,317,180	29%
<b>Total Expense</b>	<b>19,732,104</b>	<b>16,057,080</b>	<b>41,638,819</b>	<b>10,781,701</b>	<b>41,817,743</b>	<b>2,439,666</b>	<b>6%</b>
<b>Revenues Less Expenses</b>	<b>25,194,207</b>	<b>26,792,294</b>	<b>-</b>	<b>23,772,268</b>	<b>-</b>		

Notes:

In the North Clackamas Revitalization Area several capital projects in various phases of design and construction are underway in addition to programmatic support to stabilize housing stock in this area. Resources are programmed to fund Clackamas Regional Center Mobility Improvement Project, Phase 2 in the Clackamas Town Center District. Funds in the Clackamas Industrial Area allow for partnership on the Sunrise Corridor, such as capacity improvements and assistance with Visioning effort.