

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 11/24/2020 **Approx Start Time:** 2:15 PM **Approx Length:** 45 mins

Presentation Title: Final Draft Master Plans, Oak Lodge and Gladstone Community Project

Department: Business and Community Services (BCS)

Presenters: Laura Zentner, BCS Director; Kathryn Krygier, Project Manager; Lisa O'Brien, Gladstone Task Force Chair; Doug Jones, Concord Task Force Chair

Other Invitees: Allegra Willhite, BCS Deputy Director; Mitzi Olson, Library Director; Kandi Ho, NCPRD Manager; Ellen Rogalin, PGA Community Relation Specialist; Jacque Betz, Gladstone City Administrator

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Staff requests the Board of County Commissioners (BCC) take two actions:

1. Accept the Concord Master Plan Report and the Gladstone Library Master Plan Report, as recommended by the Concord Property and Library Planning Task Force and the Gladstone Library Planning Task Force, respectively; and
2. Approve staff moving forward to work with the community and consultants to complete design and engineering for the Gladstone library and Concord community center/Oak Lodge library in preparation for construction to begin in spring 2022.

EXECUTIVE SUMMARY:

After more than two years of planning, designing, analyzing, and extensive community involvement, two hard-working task forces of dedicated, caring community members have each unanimously recommended a master plan—one for a new community center, library, park, and offices on the Concord site in Oak Grove and one for a new library in Gladstone.

These two master plans together lay the foundation for the “one library, two buildings” concept agreed to in 2017 by the County and the City of Gladstone. The two library buildings will be jointly operated by Clackamas County Libraries, and the community center, park, and offices will be operated by the North Clackamas Parks and Recreation District (NCPRD).

Background

In October 2017, the County and City of Gladstone entered into a settlement agreement in which the County agreed to construct and manage two new libraries—a 6,000-square-foot facility in Gladstone for the Gladstone Library service area and an approximately 19,500-square-foot facility in the Oak Lodge Library service area in unincorporated Clackamas County. In a similar timeframe, NCPRD acquired three properties from the North Clackamas School District, including the Concord Property near the corner of SE McLoughlin Boulevard and SE Concord Road in Oak Grove.

Two community task forces—the Concord Property and Library Planning Task Force (Concord) and the Gladstone Community Library Planning Task Force (Gladstone)—began meeting in early 2019 to advise staff and the BCC on the planning process, community needs, and master plans for the Concord Property and Gladstone Library.

One of the first major challenges taken on by the task forces was to participate in the selection process for a consulting firm to create the master plans for the two sites. Opsis Architecture LLP (Opsis) was hired and led a four-phase master planning process:

- Phase 1: Technical investigation
- Phase 2: Needs assessment/programming
- Phase 3: Design alternatives
- Phase 4: Refine a preferred alternative to recommend to the BCC

Task force work on these phases included:

- Identifying community values to be used to guide decision-making and as the basis for criteria to evaluate design alternatives.
- Providing review and input on public engagement plans, including outreach to underrepresented communities and then participating in public open houses and design work sessions.
- Informally approving library, community center and park uses to be included in the design alternatives for their respective master plans.
- Approving three design alternatives for their site to present to the community for review and input; then reviewing and considering their public input;
- Unanimously approving recommendations for their respective draft master plan to present to the Board of County Commissioners.

The Concord Task Force also went through a detailed decision-making process to determine whether it would be feasible to locate the Oak Lodge Library on the Concord site and, after a great deal of research, analysis and discussion, they unanimously agreed that it was feasible.

RECOMMENDED FINAL DRAFT MASTER PLANS

Gladstone Community Library Preferred Design Alternative

The preferred design alternative recommended by the Gladstone Task Force has a public plaza and corner entry at the intersection of Portland Avenue and E Dartmouth Street to create a strong civic presence in downtown Gladstone. It takes advantage of public areas that wrap around a light-filled interior courtyard, providing an indoor/outdoor experience for patrons. The interior spaces are efficiently organized to accommodate all of the necessary library functions in a 6,000 square-foot space.

Concord Property Preferred Design Alternative

The preferred design alternative recommended by the Concord Task Force balances the library, community center, park and NCPRD office needs with a highly efficient layout that includes a north addition to the Concord building for the new library and an east addition for a new gym. A central plaza that serves as a flexible space for outdoor events features a new shared entrance to the library and community center. Next to the plaza is a 2-acre park that features a play and picnic area, and a large lawn for events and recreation. The park is surrounded with large shade trees and natural plantings. Co-location of the library and community center allows for convenient and efficient shared functions such as the lobby, community rooms, restrooms and other service spaces.

Next Steps

- Implement an amendment to Opsis' contract for design and construction documents, and public engagement.
- Begin design and engineering work.
- Solicit for and select a General Contractor for preconstruction services.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? Staff will implement an amendment to Opsis' contract to complete the next phase of work. This cost, for FY 20-21, is estimated to be approximately: \$1,800,000.00

Estimated Total Project Cost

	Gladstone Library	Oak Lodge Library	NCPRD
Construction	\$3,511,000	\$8,630,000	\$16,900,000
Escalation @ 5% per year	\$270,000	\$670,000	\$1,300,000
Total Construction	\$3,781,000	\$9,300,000	\$18,200,000
Indirect Costs* @ 30%	\$1,134,300	\$2,800,000	\$5,500,000
Total Project	\$4.9 million	\$12.1 million	\$23.7 million

**Indirect costs include such items as design and engineering fees, permits, furniture, equipment, etc.*

What are the funding sources?

Estimated Total Project Funding

Shared Library Funding Sources	
Oak Lodge Library reserves	\$2.9 million
Clackamas County capital	\$1.0 million
Oak Lodge Library beginning fund balance	\$0.6 million
Library revenue bond, paid back at \$310,000/year (no vote required)	\$4.2 million
Total Library Funds	\$8.7 million
Anticipated Shortfall – Clackamas County bond (no vote required)	\$8.3 million
ESTIMATED TOTAL LIBRARY FUNDS	\$17.0 million

NCPRD Funding Sources (project cost and funding sources will be aligned in the next phase of design)	
Metro Local Share (park)	\$1.0 million
Grants (park)	\$1.0 million
Hood View proceeds	\$3.0 million
Potential property proceeds	\$2.0-\$4.0 million
Library proceeds	\$0.3 million
System Development Charges (SDC's)	\$2.4 million
NCPRD reserves	\$1.8 million
Revenue bond, paid back at \$550,000/year (no vote required)	\$9.5 million
Potential seismic grant (shared proportionally with libraries)	TBD
ESTIMATED TOTAL NCPRD FUNDS	\$21-\$23 million

*Project needs to be added to the Capital Improvement Plan (CIP)

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department's Strategic Business Plan goals?**
 Development of the Concord Property aligns with the BCS strategic result of preserving, improving, and enhancing the quality and capacity of managed properties and facilities. The construction of the new libraries supports the Oak Lodge and Gladstone Library program and NCPRD's purpose to provide informational, recreational, community, and cultural services so the public can access publically funded diverse materials and services to achieve their individual goals.

- **How does this item align with the County's Performance Clackamas goals?**

This process aligns with the Board's strategic priority of *Building Public Trust through Good Government* by making efficient use of resources. The creation of two community task forces also supports this strategic priority by encouraging robust public engagement in the planning process. In addition, ensuring that the Oak Lodge and Gladstone communities have access to safe, modern libraries that meet community needs, and ensuring that NCPRD residents have access to park and community center facilities, aligns with the Board's strategic priorities of *Building a Strong Infrastructure* and *Ensuring Safe, Healthy and Secure Communities*.

LEGAL/POLICY REQUIREMENTS:

- Board Order 85-1221 entitles the Library Board of Trustees to conduct studies to recommend to the BCC appropriate sites for the location of the library building or satellite facilities.
- On October 16, 2017, the County and the City of Gladstone entered into a Settlement Agreement which requires the County to construct and operate two library facilities, one in the City of Gladstone and one in unincorporated Clackamas County.
- On Sept. 26, 2019, the Board approved a contract between BCS and Opsis for the NCPRD Concord Property, Oak Lodge Library and Gladstone Library Planning Processes.
- On Nov. 14, 2019, the Board approved an Intergovernmental Agreement between Clackamas County and the City of Gladstone for Library Construction and Operations which included milestones for the Gladstone Library project.

PUBLIC/GOVERNMENTAL PARTICIPATION:

The voting members of the Concord Task Force and of the Gladstone Task Force are all community members. The Opsis design team and county staff, with input and review from the task forces, created an extensive public involvement plan that included stakeholder interviews, focus groups with underrepresented community groups, five community gatherings (in person and then virtual due to the pandemic), two online surveys, and regular task force meetings.

OPTIONS:

1. Accept the Concord Master Plan Report and the Gladstone Library Master Plan Report and approve staff moving forward to work with the community and consultants to complete design and engineering for the Concord community center/Oak Lodge library and the Gladstone library.
2. Accept the Concord Master Plan Report and the Gladstone Library Master Plan Report and ask for additional information before approving the staff moving forward on the project.

RECOMENDATION:

Staff Recommends Option 1:

1. Accept the Concord Master Plan Report and the Gladstone Library Master Plan Report and approve staff moving forward to work with the community and consultants to complete design and engineering for the Concord community center/Oak Lodge library and the Gladstone library.

ATTACHMENTS:

1. Final Draft Gladstone Library Master Plan Report
2. Final Draft Concord Master Plan Report

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval Laura Zentner 11/17/2020
County Administrator Approval _____

FINAL DRAFT NOVEMBER 2020



OAK LODGE & GLADSTONE COMMUNITY PROJECT

GLADSTONE LIBRARY MASTER PLAN REPORT



GLADSTONE LIBRARY

ACKNOWLEDGEMENTS

GLADSTONE LIBRARY PLANNING TASK FORCE

At-large members

Todd Anslow
Deborah Bokowski
Kristi Haller-Shaffer
Mei-Chen
Lauren McClintock, Vice-chair
Lisa O'Brien, Chair
Nancy Turner

Gladstone Library Advisory Board Members

Margaret Bertalan
Nancy Eichsteadt
Natalie Smith
Libby Spencer

Gladstone Library Foundation Advisory Board Members

Beverly Chase
Lani Saunders

Clackamas County Library Board of Trustees Member

Leslie Shirk

SPECIAL THANKS TO

Residents of Gladstone Library Service Area who contributed to the master planning process.

For more information, contact:
communityproject@clackamas.us

CLACKAMAS COUNTY

Board of County Commissioners

Jim Bernard, Chair
Sonya Fischer, Commissioner
Ken Humbertson, Commissioner
Paul Savas, Commissioner
Martha Schrader, Commissioner

County Administration

Gary Schmidt, County Administrator

Business and Community Services

Laura Zentner, Director
Allegra Willhite, Deputy Director
Liz Lawson, Administrative Specialist
Tracy Grambush, Financial Analyst
Kathryn Krygier, Project Manager

Gladstone and Oak Lodge Libraries

Mitzi Olson, Library Director
Robin Dawson, Library Supervisor
Kristina Wells, Librarian

Public and Government Affairs

Ellen Rogalin, Community Relations Specialist
Amber Johnson, Community Relations Specialist

CITY OF GLADSTONE

City Council

Tammy Stemple, Mayor
Thomas Mesereau, Councilor
Linda Neace, Councilor
Neal Reisner, Councilor
Randy Ripley, Councilor
Tracy Todd, Councilor
Matt Tracy, Councilor

City Administration

Jacque Betz, City Administrator

CONSULTANT TEAM

Opsis Architecture

Jim Kalvelage, Partner, FAIA
Jennifer Hoffman, Project Manager
Nada Maani, Project Architect

Johnston Architects

Ray Johnston, Partner, FAIA
Mona Zellers, Designer, Johnston Architects
Siyao Zhang, Designer, Johnston Architects

Lango Hansen Landscape Architect

Kurt Lango, Principal
Brian Martin, Landscape Architect

JLA Public Involvement (Community Engagement)

Allison Brown, Facilitator
Brandy Steffan, Outreach Project Manager

Catena Consulting Engineers (Structural Engineering)

Jared Lewis, PE, SE, Principal

Interface Engineering, Inc (Mechanical and Electrical Engineering)

Andy Frictl, PE, LEED AP, Principal
David Chelsey, PE, RCDD, LEED AP, Principal

KPFF Consulting Engineers (Civil)

Josh Lighthipe, Associate, PE
Nora Oaks, Civil Designer

ACC Cost Consultants (Cost Estimating)

McCabe Karcher, Senior Estimator

Architectural Resources Group (Historic)

Matthew Davis, AICP, Principal
Caitlyn Ewers, Architectural Historian and Preservation Planner

The Bookin Group (land Use)

Debbie Cleek, Principal

Global Transportation Engineering (Traffic)

Dana Beckwith, PE, PTOE, Principal

THIS PAGE INTENTIONALLY LEFT BLANK.

TABLE OF CONTENTS

INTRODUCTION & EXECUTIVE SUMMARY	1
PROJECT BACKGROUND	5
HISTORY	5
COMMUNITY ENGAGEMENT	6
TASK FORCE VALUES	7
RECOMMENDED MASTER PLAN	9
SITE ANALYSIS	9
KEY CONSIDERATIONS	12
NEEDS ASSESSMENT / PROGRAM	13
MASTER PLAN – PREFERRED ALTERNATIVE	15
PROJECT COST	17
PROCESS	19
COMMUNITY ENGAGEMENT	19
EVALUATION CRITERIA	21
DESIGN ALTERNATIVES	22
KEY DECISIONS & RECOMMENDATIONS	23
NEXT STEPS	24
MASTER PLAN DESIGN RENDERINGS	25
APPENDIX	31

GLADSTONE LIBRARY

INTRODUCTION & EXECUTIVE SUMMARY

MASTER PLAN INTRODUCTION

THE OAK LODGE AND GLADSTONE COMMUNITY PROJECT (OLGCP) IS A COMPREHENSIVE PLANNING EFFORT FOR THE GLADSTONE AND OAK LODGE LIBRARIES, AND NORTH CLACKAMAS PARKS AND RECREATION DISTRICT (NCPRD) DIVISIONS OF THE CLACKAMAS COUNTY BUSINESS AND COMMUNITY SERVICES DEPARTMENT (BCS).

Together they envision a new library for the Gladstone service area, and a new library, community center, park and NCPRD administrative offices for the Oak Grove/Jennings Lodge community.

Opsis Architecture and Johnston Architects, with their consultant team, led the planning effort through a year-long process, guided by robust community outreach and the work of two community task forces – the Gladstone Community Library Planning Task Force and the Concord Property and Library Planning Task Force. As ambassadors of community interests, the task force members informed the planning efforts with their ideas and with feedback from the broader community.

This report summarizes the collective, collaborative effort between the design team, task force, community, and staff to jointly identify preferred master plans for the Gladstone site to recommend to the Board of County Commissioners (BCC).

MASTER PLAN SCOPE OF WORK

The master plan effort consisted of identifying project values; program, site and design alternatives, and concept designs for the two projects – one in downtown Gladstone and one in the Oak Grove/Jennings Lodge area.

The design team was asked to provide a master plan for a new 6,000-square foot Gladstone Library to serve residents of the Gladstone service area at the location of the former Gladstone City Hall at the corner of Portland Avenue and E Dartmouth Street.

The design team was also asked to provide a master plan for a new community center, park, and NCPRD administrative offices for District residents to be

located at the site of the former Concord Elementary School (Concord Property) in Oak Grove. In addition, they were asked to determine if the Concord Property is a suitable location for a new 19,500-square foot Oak Lodge Library to serve the Oak Lodge Library service area.

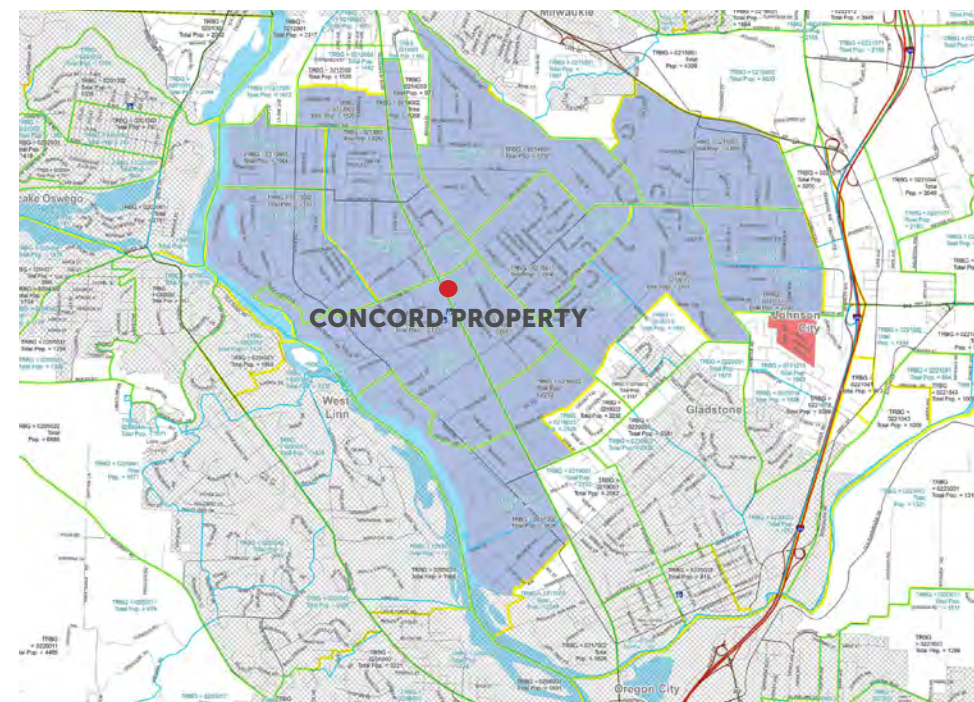
MASTER PLAN BACKGROUND

In October 2017, the County and City of Gladstone entered into a settlement agreement in which the County agreed to construct and manage two new libraries – a 6,000-square foot facility in the Gladstone Library service area and a 19,500-square-foot facility in the Oak Lodge Library service area. The agreement called for a “one library, two building” approach, with both libraries operated by

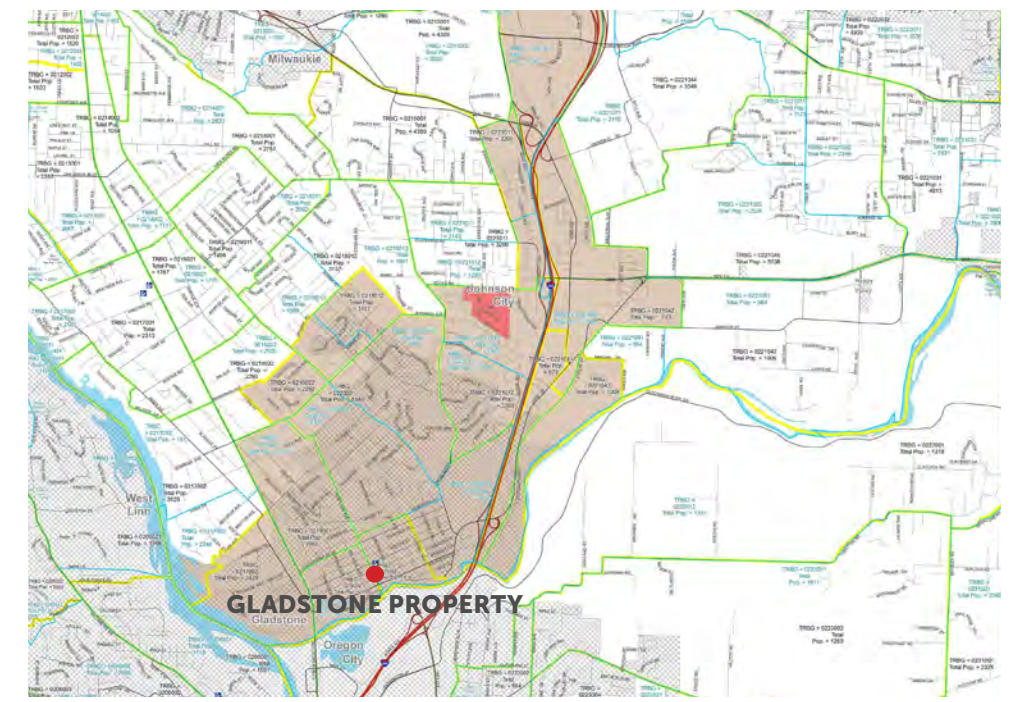
the county to achieve economies of scale and best provide library services to the residents of the Gladstone and Oak Lodge service areas.

In a similar timeframe, NCPRD acquired three North Clackamas School District properties, including the Concord Property in the Oak Grove/Jennings Lodge area of their District.

Since Gladstone Library, Oak Lodge Library, and NCPRD are all BCS divisions, it was decided to pool resources and use time and money efficiently by creating a joint process to plan for the Gladstone and Oak Lodge libraries and the Concord Property. A process outline was approved by the BCC in 2018.



OAK LODGE LIBRARY SERVICE AREA



GLADSTONE LIBRARY SERVICE AREA

GLADSTONE EXECUTIVE SUMMARY

A PRIMARY GOAL OF THIS STUDY WAS TO BRING FORTH A SHARED VISION FOR THE LIBRARY THAT BEST REFLECTS THE COMMUNITY'S VALUES.

The process defined a library program, design alternatives, and a recommended preferred master plan design. That shared vision establishes a basis for developing capital development costs and funding.

COMMUNITY ENGAGEMENT

The robust community outreach effort included a high priority on reaching under-represented communities. Public involvement was conducted in two parts:

1. Capturing public input to inform the needs assessment/program; and
2. Providing specific feedback on the design alternatives.

A number of public outreach strategies were integrated to reach the widest audience. Public input ranged from in-person interviews with teens, residents and staff, to an on-line open house. Project information and events were advertised via multiple methods, with a dedicated project website to share information, surveys and updates. The initial survey which was a joint survey with Oak Lodge, received over 400 responses. Over 30 people attended focus groups held at the Gladstone High School and Gladstone Center for Children and Families, and with the Gladstone Teen Advisory Group. Approximately 120 people provided feedback on the Gladstone design alternatives.

Public events were well-attended, but the Covid-19 pandemic did disrupt the community outreach process. Shifting a majority of the communication from in-person to virtual impacted the degree of input, but both the planning team and project stakeholders accommodated the change as successfully as possible. The project website became even more valuable as a two-way communication tool with the shift from in-person to virtual events.

GLADSTONE LIBRARY DESIGN WORKSHOP



VALUES

The Gladstone Task Force began the master plan process by establishing value statements and community needs. Representing many voices, the following approved value statements embody the core principles to guide decision-making through the planning process and establish standards against which project alternatives could be evaluated:

- Inclusivity
- Accessibility
- Shared community involvement and identity
- Stewardship of funding and natural space
- Respect of Gladstone's history, culture and creative spirit
- Sustainable thinking

SITE CONSIDERATIONS

- Located at the heart of Gladstone's downtown core within the Community Commercial zone, the new 6,000-square foot library will be built on the 9,000-square foot site of the former Gladstone City Hall at the prominent intersection of Portland Avenue and E Dartmouth Street.
- The project will reinforce the urban street character of downtown Gladstone and support the City's vision of a downtown "gateway" with the potential for art and intersection treatments to denote a sense of arrival to downtown Gladstone.
- The prominent site presents an opportunity to reflect a defining civic character to the City of Gladstone.
- No off-street parking will be required by development of the library.
- There is a level sidewalk on the south and west sides.
- The north side of the site is bounded by the fire station building wall and parking lot with a service area.
- The site of the adjacent apartment building is approximately six feet higher than the library site.
- Sidewalk improvements will be required on both Portland Avenue and E Dartmouth Street.
- The existing City Hall building will be demolished.

NEW GLADSTONE LIBRARY SITE (FORMER CITY HALL)



Downtown Revitalization Plan

GLADSTONE, OREGON
September 29, 2017



KEY CONSIDERATIONS

The primary goal of the project team was to provide the task force, public, and staff with design solutions for the Gladstone Library which will allow them to address the need for expanded library services within a compact footprint:

- Consolidate the current collection to reduce density and target collection growth.
- Consider flexible, efficient ways to store materials and deliver service.
- Provide a library layout that supports efficient staff oversight.
- Consider future expansion potential.
- Provide flexible meeting space.

The task force highlighted the importance of reflecting the character of Gladstone and their connection to nature in the building:

- Reflect Gladstone's small-town feel.
- Express the civic character of a downtown public library.
- Celebrate Gladstone's local heritage.

The task force also noted reflecting Gladstone's character could provide opportunities for public art and sustainable building elements.

NEEDS ASSESSMENT / PROGRAM

Feedback provided through task force input, public open houses, and a public opinion survey showed a priority for creating flexible spaces as a way to



accommodate the current collection with provisions for expanded library space and program delivery.

The following list is a summary of preferred program needs:

- Flexible meeting space
- Dedicated areas for children and teens
- Private tutoring/meeting rooms
- Library Foundation sale and work areas
- Designated primary service point
- Book-drop with exterior access
- Holds area
- Self-check and public-access computers
- General collection area with reading and lounge spaces
- Staff workroom and support
- Convenient public restrooms
- Public computer area

DESIGN ALTERNATIVES

Three designs were developed based upon the program requirements and feedback from the public design workshop. Due to the small building footprint and site constraints, developing alternative layouts was primarily driven by the location of the main entrance and plaza, and open courtyards and landscape buffers. Three design alternatives were identified to be evaluated:

1. Portland Avenue Entry
2. E Dartmouth Street entry
3. Corner Entry

Evaluation of each design by the task force, public input and library staff resulted in unanimous support of the Corner Entry Option, which has a small public plaza at the intersection, good visibility from the north and east approaches, an interactive relationship to both streets and a public address on Portland Avenue.

MASTER PLAN - PREFERRED DESIGN ALTERNATIVE

The Corner Entry Option is both flexible and operationally efficient:

- It takes advantage of public areas that wrap around a light-filled interior courtyard, providing an indoor/outdoor experience for patrons.
- A dedicated meeting space features access from a separate after-hours exterior entry, with the flexibility to expand into the children’s area for greater capacity for events.
- Children and teen areas have dedicated space separate from the primary reading room.
- A strategically located service point allows staff good visibility and supervision of all spaces.
- Private meeting spaces are centrally located off the main reading room.
- The Library Foundation sale area greets visitors on their way in and out of the building.
- The nearby staff workroom and support areas are located with direct access to E Dartmouth Avenue for deliveries and book drops.

The interior is envisioned as light and airy, and the library’s exterior will be designed to reflect and enhance Gladstone’s small-town feel and inseparable relationship to nature.

PROJECT COST

The total project cost for the Gladstone Library – inclusive of the building, site development, demolition, and contingencies – is estimated at \$4.9 million, based on a spring 2022 construction start. The Gladstone and Oak Lodge libraries will be built concurrently, if feasible and funding for the project is shared between the Gladstone and Oak Lodge libraries.

Funding Sources

The Gladstone Library and Oak Lodge Library funding sources are shared. The City of Gladstone is contributing \$200,000 per year of general fund revenue to support the Gladstone Library.

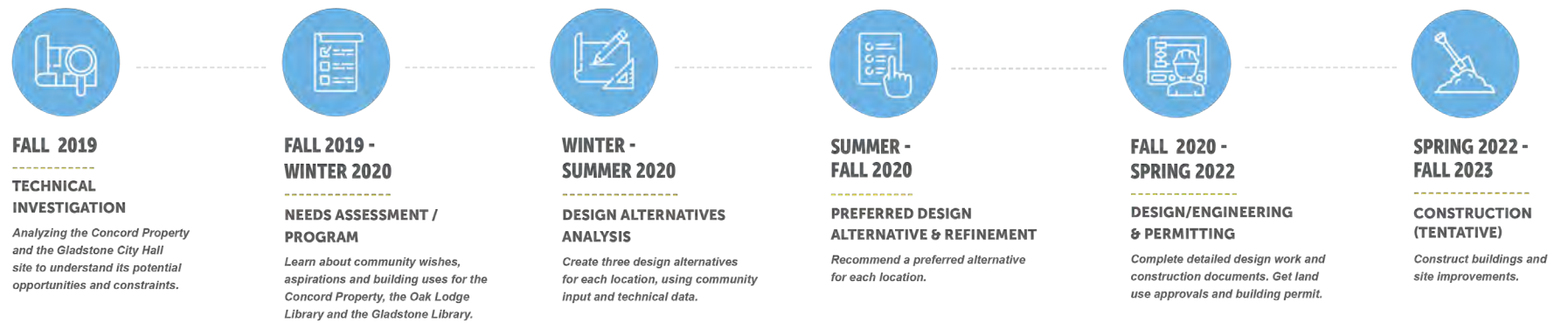
PROJECT COST

GLADSTONE LIBRARY	\$ 4.9 million
OAK LODGE LIBRARY	\$ 12.1 million
TOTAL GLADSTONE & OAK LODGE LIBRARY ESTIMATED COST	\$ 17.0 million

SHARED LIBRARY FUNDING SOURCES

OAK LODGE LIBRARY RESERVES	\$ 2.9 million
CLACKAMAS COUNTY CAPITAL	\$ 1.0 million
OAK LODGE LIBRARY BEGINNING FUND BALANCE	\$ 0.6 million
LIBRARY REVENUE BOND, PAID BACK AT \$310,000 PER YEAR (NO VOTE REQUIRED)	\$ 4.2 million
ANTICIPATED SHORTFALL - CLACKAMAS COUNTY BOND (NO VOTE REQUIRED)	\$ 8.3 million
ESTIMATED TOTAL LIBRARY FUNDS (SHARED)	\$ 17.0 million

PROJECT SCHEDULE



THIS PAGE INTENTIONALLY LEFT BLANK.

PROJECT BACKGROUND



THIS PAGE INTENTIONALLY LEFT BLANK.

GLADSTONE LIBRARY PROJECT BACKGROUND

PROVIDING THE GLADSTONE AND OAK LODGE LIBRARY SERVICE AREAS WITH ACCESS TO SAFE, MODERN LIBRARY FACILITIES, AND, FOR THE OAK GROVE AND JENNINGS LODGE AREA, IMPROVED ACCESS TO A PARK AND A MULTI-PURPOSE COMMUNITY CENTER, CREATES AN OPPORTUNITY TO ADDRESS THE NEEDS OF THE LIBRARIES AND THE NORTH CLACKAMAS PARKS AND RECREATION DISTRICT (NCPRD).

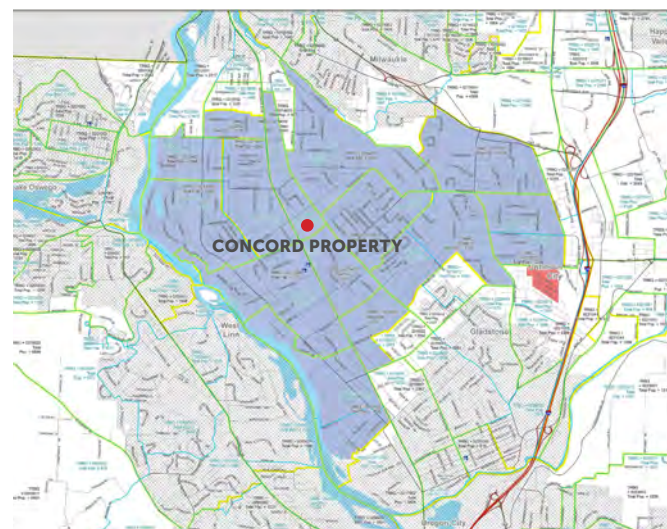
As a joint project, this supports the county’s strategic priorities by creating efficient use of resources and provides an opportunity for robust public engagement throughout the planning process.

The existing 5,100-square foot Gladstone Library currently serves over 21,000 service area residents with 6,100 registered borrowers. The Oak Lodge Library, currently located within a leased facility on SE McLoughlin Boulevard, serves over 31,000 service area residents with over 10,000 registered borrowers (2017/18 fiscal year counts). The sharing of library resources between the Gladstone and Oak Lodge libraries expands the capability of each branch to serve their individual communities.

Within NCPRD, the former Concord Elementary School (Concord Property) was acquired the Oak Grove/Jennings Lodge planning area which serves approximately 25,000 people. Until purchase of the Concord Property, it had limited access to parks, indoor recreation, gym spaces, and community gathering spaces. In addition, NCPRD’s administration offices are currently located in leased space outside the District in Oregon City. Therefore, the Concord Property provides an important opportunity in the Oak Grove/Jennings Lodge area to address community needs, indoor and outdoor recreation opportunities, and library access in one comprehensive development.

HISTORY

IN 2018, IN ACCORDANCE WITH A PRELIMINARY OUTLINE FOR A JOINT PLANNING PROCESS APPROVED BY THE BCC, A GLADSTONE COMMUNITY LIBRARY PLANNING TASK FORCE AND A CONCORD PROPERTY AND LIBRARY PLANNING TASK FORCE WERE FORMED TO ADVISE STAFF AND THE BOARD OF



OAK LODGE LIBRARY SERVICE AREA



GLADSTONE LIBRARY SERVICE AREA



WESTERN PORTION OF NORTH CLACKAMAS PARKS AND RECREATION DISTRICT

COUNTY COMMISSIONERS (BCC) ON LIBRARY MASTER PLANS AND THE PLANNING PROCESS, COMMUNITY NEEDS AND CAPABILITIES OF THE CONCORD PROPERTY.

The two task forces began meeting regularly in early 2019. Each task force selected two members to represent its interests on a 13-member committee that selected the design team led by Opsis. Beginning in fall 2019, joint task force meetings were held to increase project efficiency and information-sharing, with task force members informally approving the master plan scope of work. (Later in the process, the task forces began meeting separately to focus on their own unique projects.) Following approval by the BCC, Opsis began the four-phase master planning work:

PHASE 1: Technical investigation

PHASE 2: Needs Assessment / Programming

PHASE 3: Design Alternatives Analysis

PHASE 4: Preferred Alternative Refinement and Master Plan Report

This master plan document serves as the springboard for the design team as it progresses into full design phases, with construction anticipated to begin in Spring of 2022.

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT GOALS

The master planning process placed a high priority upon the importance of robust community engagement. The process began with the development of the project's Public Involvement Plan (included the appendix), which reviewed past public outreach efforts related to the libraries to form a more complete picture

of the community and to create a strategy for effective techniques within each area. This information was coupled with additional demographic research to help target specific populations who will use the facilities but were under-represented in prior planning and design projects. The plan was reviewed by the task force, which provided feedback and informal approval.

The design team held a variety of activities to obtain feedback throughout the process.

SUMMER 2019

- In-person/phone stakeholder interviews

FALL 2019

- In-person open house with opportunities to inform and gather input
- online public survey in both English and Spanish
- targeted outreach to identified underserved communities

WINTER 2020

- In-person design workshop for each project area
- targeted outreach to identified underserved communities

SUMMER 2020

- Online public survey (provided in English and Spanish)
- Targeted outreach to identified underserved communities

Project information and event advertisement took place via the project website, social media postings, press releases, meetings and announcements at community planning organization (CPO) meetings, along with postcards mailed to all residents in the project area, and flyers distributed at local businesses and government buildings, and with food bank deliveries.

The outbreak of the COVID-19 pandemic in March 2020 resulted in significant impact to all planned outreach and engagement activities. This external pressure negatively affected the options to conduct outreach and reduced the number



GLADSTONE LIBRARY DESIGN WORKSHOP

of participants in the design alternatives phase of the work, particularly with underserved community groups. The project team plans to expand targeted outreach efforts in the next early design phase to obtain additional input, if feasible.

PROJECT SCHEDULE



FALL 2019

TECHNICAL INVESTIGATION

Analyzing the Concord Property and the Gladstone City Hall site to understand its potential opportunities and constraints.



FALL 2019 - WINTER 2020

NEEDS ASSESSMENT / PROGRAM

Learn about community wishes, aspirations and building uses for the Concord Property, the Oak Lodge Library and the Gladstone Library.



WINTER - SUMMER 2020

DESIGN ALTERNATIVES ANALYSIS

Create three design alternatives for each location, using community input and technical data.



SUMMER - FALL 2020

PREFERRED DESIGN ALTERNATIVE & REFINEMENT

Recommend a preferred alternative for each location.



FALL 2020 - SPRING 2022

DESIGN/ENGINEERING & PERMITTING

Complete detailed design work and construction documents. Get land use approvals and building permit.



SPRING 2022 - FALL 2023

CONSTRUCTION (TENTATIVE)

Construct buildings and site improvements.

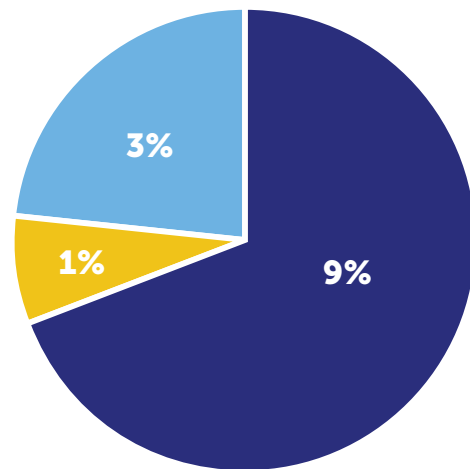
DEMOGRAPHICS

Specific, localized demographic information informed the community engagement process. The study area for the joint project included both Gladstone Library service area (the City of Gladstone and unincorporated Gladstone) and the Oak Lodge Library service area, north to the City of Milwaukie boundary between I-205 and the Willamette River. US Census and local elementary school data was used to establish a well-rounded understanding of each community's racial, language and income demographics.

CENSUS DEMOGRAPHICS

- HISPANIC OR LATINO
- TWO OR MORE RACES
- BLACK OR AFRICAN AMERICAN

*PLEASE NOTE, ALL LISTED RACES BESIDES HISPANIC/LATINO ARE NON-HISPANIC. UNLISTED RACES WERE 0%.



CENSUS DEMOGRAPHICS FOR JOINT PROJECT

- Hispanic or Latino (of any race) - 9%
- Black or African American alone, non-Hispanic - 1%
- American Indian and Alaska Native alone, non-Hispanic - 0%
- Asian alone, non-Hispanic - 2%
- Native Hawaiian and Other Pacific Islander alone, non-Hispanic - 0%
- Some other race alone, non-Hispanic - 0%
- Two or more races, non-Hispanic - 3%

SCHOOL DEMOGRAPHICS

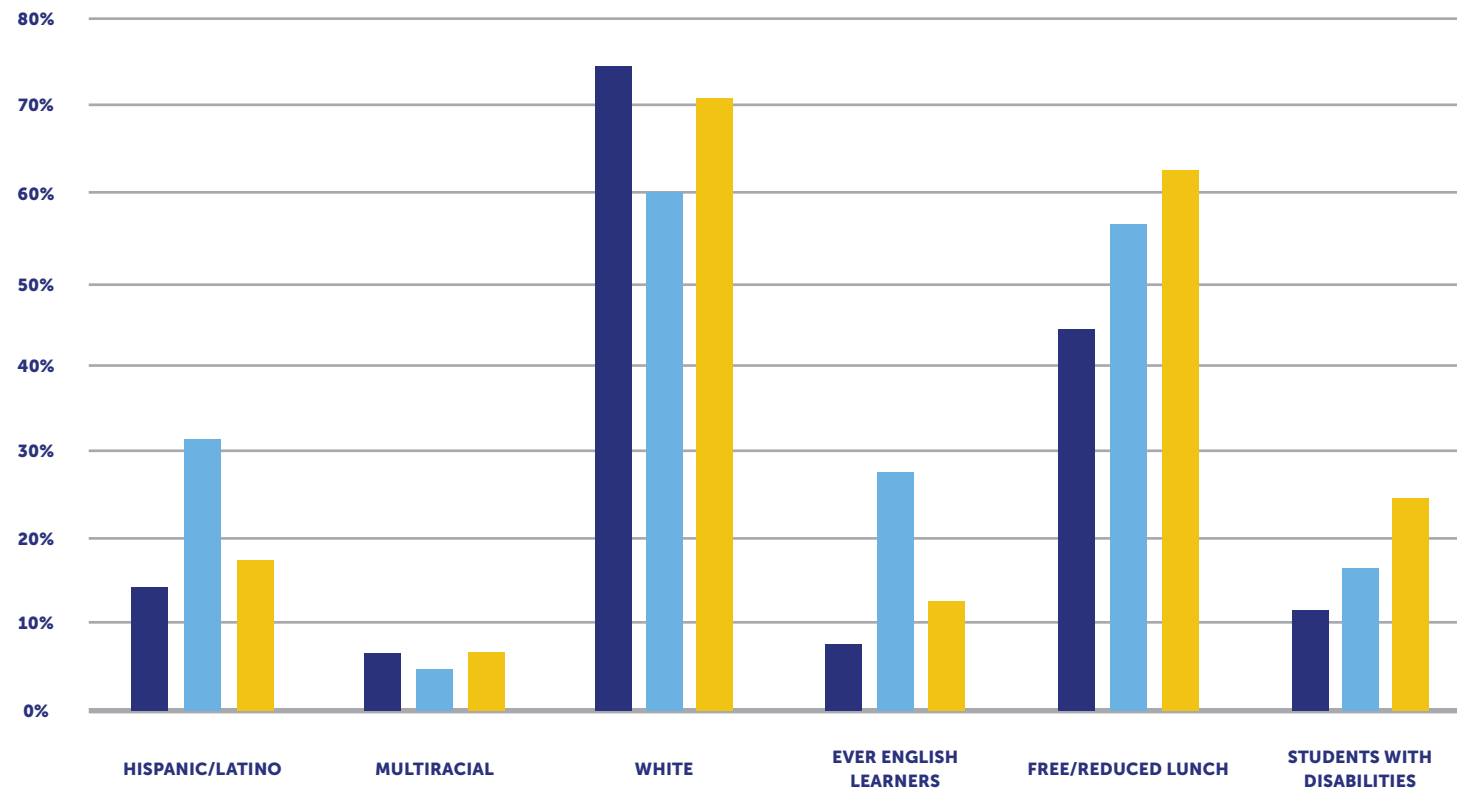
John Wetten Elementary School, Gladstone School District: 15% Hispanic/Latino students, 7% multiracial, 75% White; 8% ever English Learners; 10 languages spoken; 45% Free/reduced price lunch; 12% students with disabilities.

Riverside Elementary School, North Clackamas School District: 32% Hispanic/Latino, 5% multiracial, 60% White; 28% Ever English Learners; 8 languages spoken; 57% Free/reduced price lunch; 17% students with disabilities.

Oak Grove Elementary School, North Clackamas School District: 18% Hispanic/Latino, 7% multiracial, 71% White; 13% Ever English Learners; 8 languages spoken; 63% Free/reduced price lunch; 25% students with disabilities.

SCHOOL DEMOGRAPHICS

- JOHN WETTEN ES, GLADSTONE SD
- RIVERSIDE ES, NORTH CLACKAMAS SD
- OAK GROVE ES, NORTH CLACKAMAS SD



TASK FORCE VALUES

TASK FORCE VALUE STATEMENTS WERE ESTABLISHED EARLY IN THE PROCESS BY EACH TASK FORCE TO OUTLINE WHAT IS IMPORTANT TO EACH COMMUNITY.

Task force members were asked to identify what they and their community valued most as a guide to the creation of their future Gladstone Library. These values were confirmed and approved in subsequent meetings and became the basis for establishing the evaluation criteria against which design alternatives would be tested.

GLADSTONE LIBRARY TASK FORCE VALUE STATEMENTS

We Value:

- Recognition of the community's effort to bring a Gladstone Library to life for the entire service area.
- A flexible, welcoming, and safe facility where community member's can access technology and knowledge to promote learning, literacy, and shared assets for all people, regardless of race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age marital status, family/parental status, or political beliefs.
- Nature, sustainability and livability through green space, natural light, art, walkability, and access to the outdoors.
- Affordable and easily accessible spaces, both large and small, that can be utilized by the entire community.
- The community's creative spirit through art programs and displays of community art.
- A shared sense of community identity where community members can share new, opportunities, and knowledge.
- Respect for and understanding of the rich history and culture of Gladstone.
- Responsible stewardship of public funds.



THIS PAGE INTENTIONALLY LEFT BLANK.

RECOMMENDED MASTER PLAN



THIS PAGE INTENTIONALLY LEFT BLANK.

GLADSTONE LIBRARY

RECOMMENDED MASTER PLAN

SITE ANALYSIS

LOCATED AT THE HEART OF GLADSTONE'S DOWNTOWN CORE, THE NEW GLADSTONE LIBRARY WILL BE BUILT ON THE 9,000-SQUARE FOOT SITE OF THE FORMER GLADSTONE CITY HALL AT THE INTERSECTION OF PORTLAND AVENUE AND E DARTMOUTH STREET.

The site is located directly north of the existing 5,000-square foot Gladstone Public Library and adjacent to and south of the Gladstone Fire Department. Until recently, the site was home to Gladstone City Hall. In 1941, when City Hall was built, it also accommodated a one-room library and the fire department. The new library will continue the historic and civic use of this site in downtown Gladstone.

CIVIC CONTEXT

The new library site sits in the middle of a mixed-use corridor that links civic and commercial uses to Gladstone neighborhoods, the Clackamas River, the Trolley Trail, and nearby communities. The site supports the vision for downtown Gladstone described in the 2017 Gladstone Downtown Revitalization Plan by developing a new public library as the focus of Portland Avenue, creating a catalyst for new development.

The library's new location expands the civic uses along the northern portion of Portland Avenue with the recently relocated City Hall, Police Department, and the Gladstone Civic Center. Other public uses along Portland Avenue are Gladstone High School, Gladstone Center for Children and Families, Gladstone Senior Center and Gladstone Post Office. Building the new library at this location also provides an opportunity to strengthen Gladstone's community-driven identity, unique character, and small-town feel, and is a critical step in creating opportunities for additional economic development within this stretch of the downtown core.

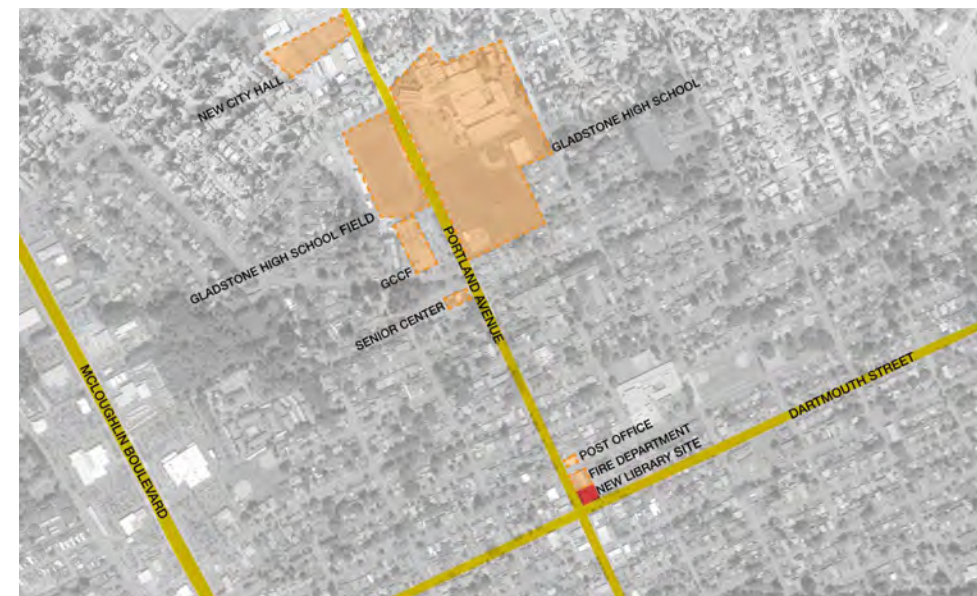
DEVELOPMENT / ZONING

The library site is zoned Community Commercial (C2). Library use is allowed outright within the C2 zone, which supports civic and commercial development on Portland Avenue. Title 17 of the Gladstone Municipal Code designates that building and siting design standards for new development are subject to design review.

Design review requirements specify attention to siting buildings to maximize solar access and to design buildings that are conducive to energy efficiency and conservation. Library development also requires compatibility with adjacent and surrounding land uses, and utilization of high quality exterior materials and finishes such as masonry, concrete, glass, wood or stucco. Emphasis is placed on having ground floor windows that provide at least 50% of the wall length and allow views into the public areas. Landscape requirements specify that a minimum of 15% of the lot area (1,350 square feet for this site) be landscaped.



EXISTING SITE



CIVIC



ZONING



SITE CONTEXT

SITE CHARACTER / FEATURES

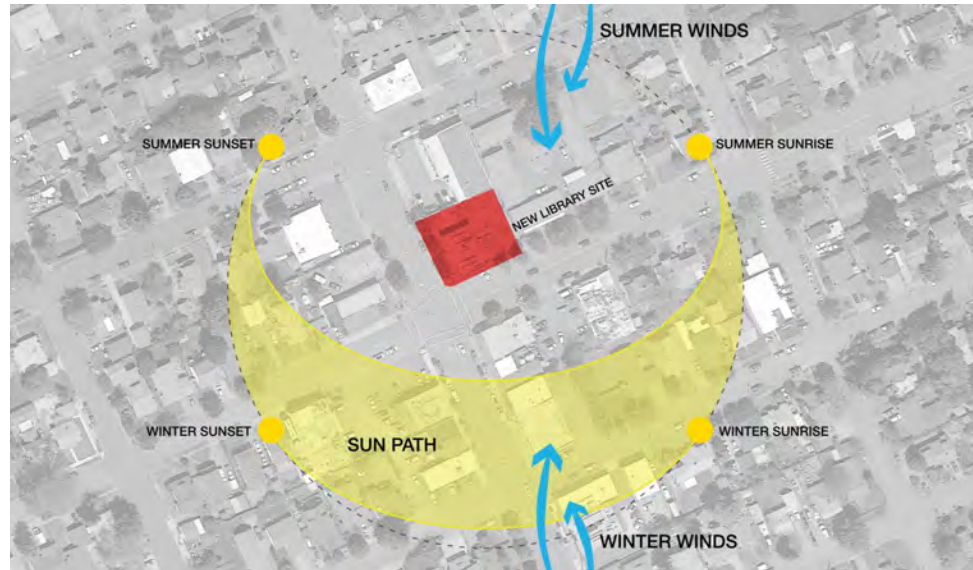
In this most urban-oriented area of Gladstone, the site reflects a low-scale downtown character along with the bulk of commercial activities along Portland Avenue. Of modest scale, the primarily one-story commercial buildings and surface parking lots front the 80-foot wide street. This width promotes faster traffic through downtown. The concentration of commercial businesses, coffee shops, bars and small restaurant establishments are interspersed with open surface parking lots, with the corner of Portland Avenue and E Dartmouth Street positioned at the most concentrated area of the downtown core.

Providing a public-oriented plaza space at this important crossroad between Portland Avenue and E Dartmouth supports the vision of a downtown “gateway node” with the potential for signage, monuments, art, intersection treatments, and future pedestrian-scale street improvements to enhance the sense of arrival for visitors.

The building on the site today is built on the property line, surrounded by a level sidewalk on the south and west sides, and partially bounded by the fire station wall and parking area to the north. The building retains up to six feet of adjacent grade along the east boundary, which allows for a walkway to the front-door entries of the residential complex next door. This grade and walkway will need to be accommodated within the proposed design solution for the new library.

CLIMATE

Due to the southwest orientation of the street grid, there is optimal solar access for implementing sustainable building strategies on this site. Techniques are recommended and planned that rely on daylighting from the north, filtering direct sunlight from the southwest during the summer months, and low sun angles during the winter. This will bring the greatest comfort for staff and patrons and avoid deterioration of the library collection during hot summer months. Natural ventilation can be enhanced by summer winds from the northeast and winter winds from the southwest.



CLIMATE

TRANSPORTATION AND SITE ACCESS

The site is well-served by multiple forms of public access through its position at the intersection of two major streets. Within walking distance of many nearby residential neighborhoods, the new Gladstone library will have ample pedestrian access from many directions. The site also has access to multi-modal transportation options, including three bus stops, two bicycle routes and the regional multi-use Trolley Trail nearby. These options connect the site to other transportation networks in the region and nearby natural features such as the Clackamas and Willamette Rivers.

Two-way vehicular traffic on both streets will allow library patrons to pull up directly to the site for book drop-off and pick-up. Similarly, the Clackamas County Library Network, which delivers books daily, will also be able to unload easily.

A recently-approved amendment to the Gladstone Municipal code (17.18.0070) that is supported by the Clackamas County Planning Commission, means that no additional off-street parking will be required because the library is replacing an existing civic/community use (a city hall) with a new civic/community use with no increase in floor area. This supports the city’s vision of using parking strategies to revitalize the downtown core by implementing parking management techniques such as time limits, construction of new off-site parking facilities, and shared-use agreements for parking lots. Considerable discussion within task force meetings was given to the subject of parking availability for the new library. Designation of 15-minute library-use only street-parking space is recommended to provide improved accessibility for library patrons.

No additional traffic demand for the site is anticipated until further development takes place within the downtown core. With the relocation of the City Hall and Police Department, trip generation in the area has been reduced, thereby lessening the traffic and parking demand.

EMERGENCY / FIRE ACCESS

Fire and emergency access needs are easily accommodated, with street access on two sides, a fire hydrant within the Portland Avenue right-of-way, and the convenience of the Gladstone Fire Department on the adjacent lot of the same block.



CIRCULATION

SITE UTILITIES

The site is well served by utilities – water, storm and sanitary are provide by Clackamas County Water Environment Services (WES). An 8-inch water main running along Portland Avenue and a 6-inch main running along E Dartmouth Street provide water service, and a gas line serves the property from Portland Avenue. Storm sewer lateral access is provided to the storm main on E Dartmouth Street. It is expected that the extent of redevelopment (greater than 5,000 square feet) will necessitate stormwater management requirements as determined by the City of Gladstone and WES. The approximate area for stormwater facilities will be equal to 6% of the impervious area of the site (approximately 360 square feet total).

Sidewalk right-of-way (ROW) improvements will be required on both Portland Avenue and E Dartmouth Street. The reconstruction will include separated sidewalks, street trees, and street lighting. Existing street trees will need to be examined by an arborist to determine their health; however, it is expected that the maples on Portland Avenue will be replaced and an additional street tree will need to be added to meet the E Dartmouth Street frontage requirements. Street lighting is already provided on both streets.

There is an underground storage tank (UST) within the E Dartmouth Street frontage, which will require decommissioning as part of site improvements.

SOILS

Recent subsurface geotechnical investigations utilizing boring samples (see appendix) taken near the site on both Portland Ave and E Dartmouth Street indicate that the site is typically mantled with sand and gravel overlying silt and clay with interbedded sand layers. Some fill was encountered on the E Dartmouth Street boring at a depth of about five feet. Groundwater was not encountered but is expected at depths of about 20-25 feet. Traditional foundation design (column and wall-type spread footings) in firm, undisturbed native soil or compacted structural fill is expected to be required.

GLADSTONE SITE OPPORTUNITIES / CONSTRAINTS

Site analysis revealed that the opportunities presented by the former City Hall site generally outweigh known and anticipated constraints; a majority of which were known prior to the onset of the planning process.

CONTEXT
(ZONING, PUBLIC AMENITIES, ECONOMIC DRIVERS)

OPPORTUNITIES

- The location supports the envisioned Gladstone Downtown Revitalization Plan concept by providing a civic use which may catalyze other development within the downtown core.
- The civic, community nature of the project is good transition between civic, commercial, and residential contexts.
- The site is located in pedestrian-friendly downtown business district.
- The library continues and revitalizes the civic-use pattern on Portland Avenue.
- The site is nearby many public amenities (coffee shop, grocery, gas station, etc.).
- The library has the potential to have a Positive economic impact on nearby businesses.
- The property size is compatible with adjacent properties.
- The proximity to the existing library may aid the transition from the former location to new location.

CONSTRAINTS

- No constraints were identified.

SITE CIRCULATION / TRAFFIC
(TRANSIT, BIKE, CAR, PEDESTRIAN)

OPPORTUNITIES

- The location supports development of a downtown “gateway node” as part of the Gladstone Downtown Revitalization Plan with potential for signage, monuments, art, and intersection treatments.
- The location provides optimal public access at primary downtown intersection of Portland Avenue and E Dartmouth Street.
- The site is located on two bike routes, bus routes, and the Trolley Trail.
- There is public street access on two sides.
- The site is walking distance for neighbors.
- Recent approval by the Gladstone City Council of a Gladstone Municipal Code amendment will require no additional off-street parking than the previous City Hall use.
- Street parking is available.

CONSTRAINTS

- The small site area creates challenges to accommodate building, landscape requirements and on-site loading spaces.

CLIMATE

OPPORTUNITIES

- Good solar access provides opportunities for renewable energy.

CONSTRAINTS

- Solar exposure is potentially challenging for staff and collections.
- Wind exposure is higher due to position of building on site.

SITE HISTORY
(SITE USE, BUILDING USE, BUILDING STRUCTURE)

OPPORTUNITIES

- The location restores a library use on the original 1940 library site.
- The site provides opportunities through art and culture to display site history.
- The location continues the historic pattern of civic use along Portland Avenue.

CONSTRAINTS

- Demolition of existing building will be required to make way for the new library.
- SHPO Historic Review may be required prior to demolition of City Hall due to age of building in continued public use.
- Hazardous materials and an underground storage tank (UST) will need to be removed.

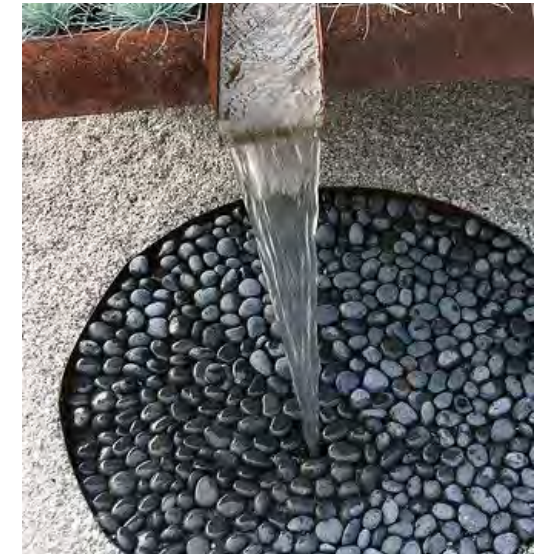
SITE CHARACTER / FEATURES
(VIEWS, VEGETATION, GRADE)

OPPORTUNITIES

- The site provides an opportunity for a high-visibility public plaza, art, or monument at an envisioned downtown gateway point of arrival.
- The corner site allows for a more visible building than an infill site.
- The level grade is benefit for construction and accessibility.

CONSTRAINTS

- The higher grade along east property line will require a retaining wall.
- The adjacent south wall of the Fire Station will need to be accommodated within the library.



KEY CONSIDERATIONS

THE PRIMARY GOAL OF THE PROJECT TEAM WAS TO PROVIDE THE TASK FORCE, PUBLIC, AND STAFF WITH DESIGN SOLUTIONS FOR THE GLADSTONE LIBRARY WHICH WOULD

- Address the need for expanded library services within a compact footprint;
- Provide much-needed dedicated and flexible meeting space within the new library;
- Reflect the character of Gladstone and the many histories it represents;
- Provide opportunities for public art; and
- Provide a book sale area for the Library Foundation.

Those solutions would then provide the opportunity to evaluate the alternatives in order to make an informed recommendation to the BCC of a preferred master plan.

COMPACT FOOTPRINT

With the “one library, two building” approach of the Gladstone and Oak Lodge libraries, it is important to each community to have their own collection. The 6,000-square foot size of the library – determined by an agreement between the city and the county – is a small increase from the current 5,100-square foot library building.

With an average check-out rate of 138,000 items per year, there was also a focus on the need to find creative ways to do more in less space. Various options were considered for efficiency:

Consolidate the collection to reduce density and allow for targeted collection growth. Based upon an evaluation of the current collection, the heavily-used library has a collection higher than that for current library planning. Library staff has been culling the collection to refresh and reduce little-used, duplicate and irrelevant materials. In the new library, this will allow some of the shelves to be lower, providing for increased accessibility for patrons and better sightlines for staff.

Create flexible and efficient ways to store / process materials and deliver services to patrons, by considering current and future technology innovations. Moveable shelves with accessibility for all patrons, foldable and stackable furnishings, functional workroom layouts and workflow improvements, in tandem with material processing taking place at the Oak Lodge Library, will maximize Gladstone’s space utilization and support flexibility. This will be especially important as the design team addresses new needs due to COVID-19.

Provide library layouts that support efficient staff oversight. Layouts of collection and support areas overseen by a small number of library staff are critical to space and operational efficiencies.

Considering future expansion potential. Although current resources are limited, develop layouts with the potential for future expansion if resources and land become available.

MEETING SPACE

Based upon initial staff, task force and public input, there was considerable discussion on the need for meeting space to serve library and community functions such as crafts, book discussions, author readings, and community needs and programs. While some community meeting space has been provided by the opening of Gladstone Civic Center, meeting space remains a high priority for Gladstone Library patrons and residents. The decision was made to provide sufficient meeting space to accommodate 25-40 people, with the flexibility to expand to other spaces and a separate exterior entrance for use during library off-hour use.

CHARACTER OF GLADSTONE

The community provided significant input regarding the need for the library design to express the unique character of Gladstone. The desire to retain the small-town feel of Gladstone balanced with the wish to express civic character on Gladstone’s “Main” street creates an opportunity to provide an iconic presence as outlined in Gladstone’s 2017 Downtown Revitalization Plan.

Dialogue with the community about Gladstone’s style provided the design team with an understanding of Gladstone’s character:

Connection to nature

- Near the confluence of the Willamette and Clackamas Rivers
- The Pow-Wow Tree (Big Leaf Maple) is an important city symbol
- Popular local activities such as gardening and fishing
- Desire to use natural materials such as rocks, stone, and wood

Small-town feel

- Qualities of warmth and coziness
- Local community events such as the Community Festival / Gladstone Classic Car Show, Easter Egg Hunt at Gladstone High School, Arbor Day in Gladstone Nature Park, Kiwanis Spaghetti Dinner Fundraiser, July 4th BBQ, Halloween on Portland Avenue, and Santa and the Mack

Civic character

- Placing the library’s front door at the intersection of two significant streets
- Locating the library on Portland Avenue, E Dartmouth Street and adjacent businesses to enhance Portland Avenue’s civic character
- Conveying a sense of arrival and gateway by integrating elements such as a plaza and art into the building architecture

Celebrate local heritage

- The Pow-Wow Tree, believed to have been a meeting place for local Native Americans, was dedicated as a Bicentennial Tree in 1979 and is designated as a Heritage Tree
- Unique and traditional nearby building styles such as the Chautauqua Auditorium (called the Beehive), craftsman bungalows in the Arlington neighborhood, Gladstone Park Conference Center, Machinist Union District Lodge, and nearby icons such as the Flying A Service Station and Gladstone Fire Station

OPPORTUNITIES FOR PUBLIC ART

Public feedback expressed the desire for the Gladstone Library and its prominent location to provide opportunities to integrate art. Discussion included identifying potential design opportunities for integration of art, utilizing art as a mechanism for fundraising and donor recognition (such as through the Library Foundation), rotating art opportunities, and using local Gladstone icons as inspiration for art.

SUSTAINABILITY

Sustainable solutions were a high priority for community members. Discussions with the community focused on natural light and ventilation opportunities, solar access, rainwater harvesting, and access to nature. While specific sustainable solutions will be determined in the design phase, there were discussions about the potential of designing a net-zero building as an option for long-term building resiliency and efficiency.

EVALUATION / RECOMMENDATION

The evaluation of design alternatives based upon an agreed-upon set of criteria allowed the task force and public participants to understand the opportunities and challenges presented by each potential design solution. The design alternatives explored

- Community identity and presence;
- Safety for children, teens and families;
- Efficiencies for operations and program layout;
- Flexibility of spaces;
- Functionality of spaces (service point, workroom, Library Foundation);
- Access to nature;
- Operational impact; and
- Cost impact.

This provided the task force (and public, through survey feedback) the opportunity to conduct an informed evaluation of choices to identify a preferred recommendation to present to the BCC.

FIRSTENBURG / CASCADE PARK LIBRARY TASK FORCE TOUR



NEEDS ASSESSMENT / PROGRAM

THE DESIGN TEAM UTILIZED A VARIETY OF INPUT FROM STAKEHOLDER FOCUS GROUPS INCLUDING GLADSTONE'S TEEN ADVISORY GROUP, IN-PERSON OPEN HOUSE, ONLINE PUBLIC SURVEY, AND THE GLADSTONE TASK FORCE TO INFORM INITIAL PROGRAM DEVELOPMENT.

A task force field trip to Firstenberg Community Center and Cascade Park Library in Vancouver, Washington, which were designed by Opsis and Johnston Architects, provided valuable context for subsequent programming discussions.

Based upon evaluation of the current library collection, the heavily-used facility supports a collection of 40,604 items, or 7.96 items per square foot. Through the use of each inch of linear shelving and dense deployment of shelving units, the density of Gladstone's collection is considerably higher than the 3.6 items per square foot average of newly designed libraries. The density of the existing collection is illustrated in the number of high shelves, over filled with books. High shelving makes it difficult for patrons to reach books. It also makes it challenging for staff to see some areas of the library, making for unsafe conditions. Gladstone's eventual collection will likely align with Oregon Library Association standards targeted to house 33,483 items, or 5.6 items per square foot. Book processing will be handled at the Oak Lodge Library, which will help to conserve workroom space.

The program development process included detailed discussions with library staff on such topics as operational issues (workroom organization and functionality) and safety for staff and patrons. Public and task force input focused on the need for community spaces, flexibility to adapt to a variety of events, space for study and tutoring, and accessibility for all patrons. A desire for an outdoor space or courtyard was an intriguing idea that emerged from the public design workshop. Having a courtyard that would extend the indoor space through visual access to light and natural elements gained popularity in discussions and quickly became a program priority.

Common input themes supported a variety of seating experiences, access to

technology and a desire for qualitative experiences when visiting the library – from safe, cozy, warm and familiar, to natural, transparent, inspiring, and uplifting.

LIBRARY PROGRAM PRIORITIES

A defining focus for programming was to accommodate both the density of the current collection with other needs. Creating flexibility to allow for more than one use in a space solved the challenge of accommodating all of the program elements.

The needs assessment identified the following spaces as high priority:

Service Point (checkout and staff assistance)

- Ability for staff to see the library space and main entrance
- Need for staff to feel safe in uncertain situations

Book Drop

- Outside access
- Physically connected to workroom
- Available off-hours

Holds Area (consider off-hours access)

Self-check Areas (interspersed within collections and at entry)

Printing and Scanning Area

Public Internet Computers

Public Access Computers

- Interspersed
- Position at standing table or at the end of shelves

Meeting Room

- Available for library events, or other public events or meetings
- Large enough for at least 25 people



- Flexibility to open to adjacent space for larger events
- Separate, outside entrance
- After-hours access to restrooms

General Collection / Reading Room

- Some moveable shelving for flexibility
- Service point
- Charging stations
- Variety of seating in all areas – lounge seating, tables for four and two people, possibly bar seating, alcoves, window seats
- Views

Children’s Area

- Family restroom with changing table
- Staff sightline
- Access to safe, outside space
- Moveable shelves to accommodate story times

Teen Area

- Separated from children’s area
- Staff sightline
- Private “feel”
- Acoustic considerations

Tutoring Spaces (private rooms for collaborative work)

Library Foundation Sales and Work Area

- Sales near entry
- Dedicated work area in workroom

Workroom

- Space for book courier and typical deliveries
- One private office
- Multi-use space for staff

Restrooms (including family / single-user restroom)

Storage

Courtyard

- Light, access, and views to nature
- Accessible to patrons
- Maintenance considerations

RECOMMENDED LIBRARY PROGRAM ELEMENTS

With completion of the Needs Assessment / Program phase, program priorities were more clearly defined and enabled the design team to propose feasible alternative concepts for consideration within the 6,000 sf footprint.

The recommended program for the preferred concept includes the following components:

Library Spaces

- Service point / check out
- Two study rooms
- Children’s area
- Teen area
- General collection
- General lounge / living room
- Periodicals
- Library Foundation display / sale area
- Book drop
- Workroom with one private office and small kitchenette
- Public computers and/or use of laptops in general lounge areas
- Public printer and scanner area
- Seed library

Community Spaces

- Flexible use meeting room with outside entry and access to restrooms

Building Support

- Entry vestibule
- Restrooms
- Storage
- Mechanical and electrical

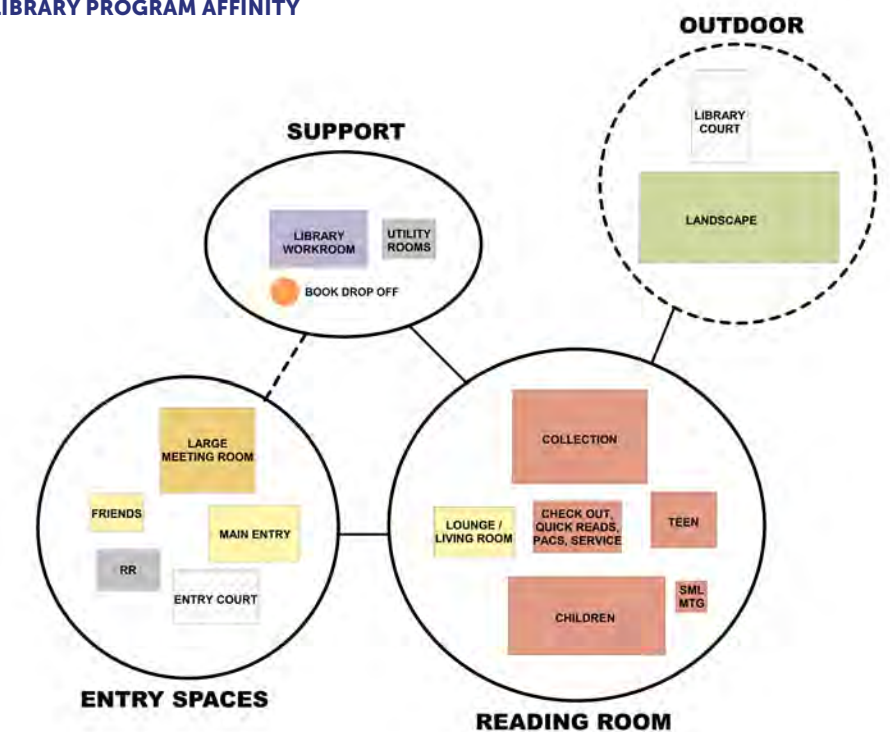
Outdoor Spaces

- Entry Plaza
- Courtyard space

A complete list of the recommended space components and associated square footages are in the appendix.



LIBRARY PROGRAM AFFINITY





- The **main reading room** is an elegantly-proportioned light and airy space entered directly from the vestibule.
- The **teen area** is located adjacent to the entry, facing Portland Avenue and the courtyard.
- **Staff workroom, restrooms, support spaces, and meeting room** occupy the E Dartmouth Street frontage. Separate entries are available for the staff and for patrons to the meeting room for after-hours use.
- The **children’s area** is adjacent to the meeting room in the northeast corner of the facility.
- **Space for events** can be created by rolling aside movable stacks. In particular, the location of the children’s area adjacent to the meeting room allows story-hour and other popular children’s programs to use the meeting room without impacting the primary reading room or teen space. The meeting room can also expand into the children’s area to make room for larger events for children or adults.

COURTYARD & LANDSCAPE

- Landscape spaces are highlighted in the design to offer areas of respite and provide visual interest. These areas create opportunities to reflect Gladstone’s identity through the use of plantings, accessible spaces and art.
- New street trees and lush plantings along Portland Avenue and E Dartmouth Street will provide shaded walkways and green views adjacent to the building which filter views into the teen area and workroom.
- There may be opportunities to create dynamic water gardens at the building’s edge that capture rainwater runoff from the roof and filter it through native landscape planters.
- Specialty paving will mark the entrance to the building along with site furnishings such as bike racks and a seating area.
- A garden courtyard is centrally located within the library that can be viewed from the various collections as well as the teen and children’s areas. This garden is proposed to be designed with natural materials such as stone, wood seating, river rock and drought-tolerant landscaping. A small patio within the garden will provide an area for small classes, intimate conversations or simply reading.

MASTER PLAN – PREFERRED ALTERNATIVE

SITE APPROACH

- The Gladstone Library site is prominently located at the intersection of Portland Avenue and E Dartmouth Street. This corner is distinguished as the site for Gladstone’s first civic building that housed the City Hall, library, and fire department.
- The 6,000-square-foot library occupies a 9,000-square-foot parcel. The remaining 3,000 square feet prompted the vision of the library to be inspired by a garden pavilion where landscape and nature play a defining role in the library experience.
- The courtyard is a secure interior room designed to extend the length of the reading room.
- The building entry, reading room, and meeting space are placed on the outer edges of the building to encourage interaction with people passing by on the street. The corner entry offers an ideal architectural response to the

important street intersection while creating a Portland Avenue address on Gladstone’s main commercial street.

- The adjacent fire station is set back from Portland Avenue, which allows the library building to be easily seen when approached from the north. The fire station setback also creates an opportunity for the interior courtyard for enhanced daylight and dramatic views of the sky.

BUILDING LAYOUT

The corner entry design provides the highest quality library experience for the public and staff because it allows for program flexibility and operational efficiency. Upon entry, the library layout is clearly understandable.

- The **corner entry** itself defines a small public plaza that enhances the civic identity of the building.
- The **program areas** of the reading room wrap around the interior courtyard allowing for abundant daylight with exposure to the outdoors for all program areas.



INTERIOR CHARACTER

The interior is envisioned as a light, airy space filled with north daylight where the landscaped courtyard reinforces a quiet contemplative experience that brings the natural environment into the library.

- The ceiling could be made of wood to enhance the natural courtyard elements.
- The wall treatment will provide acoustical and visual warmth.
- Opportunities to integrate permanent or changing art and history exhibits could be located in the courtyard, east wall of the children’s area, and south wall of the reading room.
- The teen and children’s areas will be designed to have their own unique character.

EXTERIOR CHARACTER

The library form and character is conceived to be a welcoming civic building, designed in response to Gladstone’s small-town feel and the community’s inseparable relationship to nature. It will be a place that celebrates Gladstone’s history and integrates public art.

- The two-story space is defined by the reading room volume, covered entry porch, and mechanical mezzanine.
- An exterior screen encloses the northwest corner of the courtyard. It helps to filter direct sunlight and creates the potential for a landscaped trellis privacy screen adjacent to the teen area and staff workroom.

The design will draw inspiration from Gladstone’s remarkable setting at the confluence of the Clackamas and Willamette Rivers with the unique rocky bank

of High Rocks and stone outcroppings found throughout Gladstone. The multi-branched big leaf maple tree, called the Pow Wow Tree, where the Clackamas and Multnomah Indian Tribes gathered nearby, will inspire the next phase of design. The library design will not only draw inspiration from the past and the natural environment, but look to the future by being adaptable, resilient and sustainable, and integrating technology.

SUSTAINABILITY

The site and building design will integrate a variety of sustainability strategies with the potential to achieve LEED Gold or Platinum certification (a widely used green building rating system). The modest size of the library with its climate responsive, north-facing orientation, solar screening strategies, and effective daylight harvesting lends itself to a net-zero energy or perhaps carbon-neutral building.

- The structure for the library is envisioned as a steel frame with cross-laminated timber (CLT) or dowel laminated timber (DLT) roof panels with integrated acoustical treatment.
- The roof offers an ideal location and orientation for a solar photovoltaic array.
- The possibility of using an energy efficient and thermally comfortable radiant slab will be explored during the schematic design phase.

PROJECT COST

THE TOTAL PROJECT COST—INCLUSIVE OF THE BUILDING AND SITE DEVELOPMENT COST, INDIRECT COSTS (EXPENSES NOT DIRECTLY RELATED TO LABOR AND BUILDING MATERIALS) AND CONTINGENCIES—IS ESTIMATED AT \$4.9 MILLION BASED ON A SPRING 2022 CONSTRUCTION START.

Funding for the project is shared between the Gladstone and Oak Lodge libraries with a shortfall covered by Clackamas County. Because Oak Lodge and Gladstone Libraries share funding, cost for the Oak Lodge Library is also included in this report.

Direct construction costs were developed by Architectural Cost Consultants using cost-per-square-foot allowances for program elements combined with quantity take-offs from the site-specific conceptual design.

- Unit costs assigned to specific program elements are based on a quality and durability level appropriate for public buildings, integration of standard-level sustainable strategies, and specialized finishes appropriate to the public atmosphere associated with a community library.
- Site costs are based on the comprehensive site development plan that includes allowances for demolition, new sidewalks, utilities, paving and landscape.
- Total project cost includes indirect costs (also called soft costs) at 30% of the construction cost, including fixtures, furnishings (including furniture, shelving, etc.) and equipment (FF&E), artwork, design and engineering fees, project contingencies, construction management, building permit fees, testing and inspections.

FUNDING SOURCES

The Gladstone Library and Oak Lodge Library funding sources are shared. The City of Gladstone is contributing \$200,000 per year of general fund revenue to support the Gladstone Library.

TOTAL PROJECT COST	GLADSTONE LIBRARY	OAK LODGE LIBRARY	SHARED LIBRARY FUNDING SOURCES	
TOTAL CONSTRUCTION	\$ 3,511,000	\$ 8,630,000	OAK LODGE LIBRARY RESERVES	\$ 2.9 million
ESCALATION @ 5% PER YEAR	\$ 270,000	\$ 670,000	CLACKAMAS COUNTY CAPITAL	\$ 1.0 million
TOTAL CONSTRUCTION	\$ 3,781,000	\$ 9,300,000	OAK LODGE LIBRARY BEGINNING FUND BALANCE	\$ 0.6 million
INDIRECT COSTS @ 30%	\$ 1,134,300	\$ 2,800,000	LIBRARY REVENUE BOND, PAID BACK AT \$310,000 PER YEAR (NO VOTE REQUIRED)	\$ 4.2 million
TOTAL PROJECT	\$ 4.9 million	\$ 12.1 million	ANTICIPATED SHORTFALL - CLACKAMAS COUNTY BOND (NO VOTE REQUIRED)	\$ 8.3 million
			ESTIMATED TOTAL LIBRARY FUNDS (SHARED)	\$ 17.0 million

THIS PAGE INTENTIONALLY LEFT BLANK.

PROCESS



THIS PAGE INTENTIONALLY LEFT BLANK.

GLADSTONE LIBRARY PROCESS

COMMUNITY ENGAGEMENT

DIVERSE MEMBERS OF THE PUBLIC ENGAGED WITH THE PROCESS TO LEARN ABOUT THE PROJECT AND PROVIDE FEEDBACK AND IDEAS THAT HAVE INFORMED THE PROJECT NEEDS.

A variety of outreach tools – in person events, on-line surveys, and open house, in-person meetings, and printed, virtual and word-of-mouth advertising through task force members and interested participants were used to gather community input.

In general, in-person events and focus groups, whether targeted to under-represented community groups or the general public, were not feasible during this phase because of the COVID-19 pandemic. Instead, outreach techniques were modified to focus on online engagement and other physically-distanced activities as mandated by public health directives. An online open house for the Gladstone Library was held in July-August 2020, with 121 unique visitors and 71 comments. Due to concerns about access to internet and computers, printed flyers (in English and Spanish) were distributed to locations focused on the under-represented community groups who were involved during the previous phase, including five free food delivery locations. Respondents had the option to take the survey online or ask for a shortened, printed survey with a postage-paid envelope to reduce participation barriers.

NEEDS ASSESSMENT/PROGRAMMING, FALL 2019

Outreach efforts included a mix of in-person events, in-person open house which hosted 350 attendees, and an online and printed survey (in English and Spanish) with 434 participants. Because of lower involvement in past community planning projects, the project team targeted under-represented groups, such as Spanish speakers, people with lower incomes, people without access to stable housing, teenagers, older adults, and parents of young children with nine stakeholder interviews and four meetings (including Spanish-speaking families in Gladstone and Oak Lodge and young people). One tabling event was held to connect with people with lower incomes.



PUBLIC DESIGN WORKSHOP



GLADSTONE DESIGN WORKSHOP



PUBLIC OUTREACH, GOOD ROOTS FOOD PANTRY

book drop *kid-friendly*
independent teen areas
cost efficient landscaping
corner plaza
views *visibility* *community identity*
courtyard access
daylight *gathering spaces*

Key Themes

- Provide a variety of classes, activities, and events for all ages and people.
- Enhance opportunities to walk, bike, drive, and park, or take transit to the sites.
- Protect and enhance the natural habitat and wildlife.
- Preserve community history.
- Include low-income and under-represented people in meaningful ways.
- Make the library welcoming and accessible.
- Provide meeting rooms that can be used by the community.
- Provide safe spaces for children and teens.
- Create spaces for community events.

DESIGN WORKSHOP, FEBRUARY 2020

Task force members and the design team hosted a public design workshop for the community to express their preferences and priorities for the arrangement of program components on the site. A public design workshop was conducted at the Gladstone Center for Children and Families building utilizing a toolkit of paper cut-outs of the library program elements. The participants formed small groups to create a site plan and floorplan for the project with the cut-outs. Each group then shared their program priorities, challenges, and solutions with all participants.

Key Themes

- Situate public meeting room with exterior access for after-hours meetings.
- Create children’s and teen areas to have their own identities.
- Make children’s area secluded for safety.

- Provide a civic presence at the corner.
- Locate the Library Foundation sales area near the entry.
- Provide a landscaped courtyard with access to bring light and nature into the library.

The key organizing element for the designs created at the workshop were based upon the location of the main entry, which then became the basis for development of the three concept alternatives:

1. **Portland Entry**
2. **E Dartmouth Entry**
3. **Corner Entry**

DESIGN ALTERNATIVES, AUGUST 2020

An online open house to gather feedback on the three design alternatives was held in which participants were shown three design alternatives for each site, and asked to share the features that they preferred and select the alternative that best fit the needs of the community. The online open house and survey was framed by a set of decision-making criteria, developed from the community values identified by the task force.

Survey respondents preferred the Corner Entry option, with the Portland Avenue Entry ranking second, followed by the E Dartmouth Street Entry. A few respondents said that none of the options met the criteria or the needs of the community, and there was some concern that the library was too small in all options.

Key themes for the selection of the Corner Entry option were:

- The location of the plaza and entry were best suited to create civic identity.
- It provided a safe layout of the children’s area and it was close to bathrooms and library services.
- The teen area was separated from other uses.
- The meeting room was accessible from the exterior.
- The meeting room had the ability to expand.
- The interior layout was best for views and daylight.
- Exterior features such as landscaping were preferable.
- The book drop location at entry was most efficient.

EVALUATION CRITERIA

IN ORDER TO EVALUATE THE THREE DESIGN ALTERNATIVES, THE TASK FORCE, WITH THE DESIGN TEAM, CREATED EVALUATION CRITERIA BASED UPON THE VALUES IDENTIFIED AT THE BEGINNING OF THE PROCESS.

The criteria were utilized by staff, task force and the public to rank each of the proposed design schemes as either high, medium or low. A few of the criteria were determined to be more appropriate for evaluation when the design is more developed, so were omitted from the public survey exercise. As demonstrated in the graphic matrix, public feedback reiterated a similar ranking of options as the task force, confirming support for the library layout presented in the Corner Entry alternative

GLADSTONE LIBRARY EVALUATION CRITERIA	
Creates a shared sense of community identity	<ul style="list-style-type: none"> Includes civic and community space for gathering and learning
Supports library activities	<ul style="list-style-type: none"> Includes spaces and facilities to allow for a positive experience for library patrons and efficient operations for library staff
Honors the community's creative spirit through art and history	<ul style="list-style-type: none"> Reflects creative and artistic option that respects history of the community; offers opportunities to share and celebrate shared experiences
Civic presence and community fit	<ul style="list-style-type: none"> Enhances and integrates into Gladstone's main street area; civic presence from all sides
Provides access to nature and green space	<ul style="list-style-type: none"> Offers easy and available views, light and access to outdoors
Optimizes sustainable design	<ul style="list-style-type: none"> Integrates environmental and energy efficient techniques; indoor/outdoor spaces
Recognition of the community's effort for the Gladstone Library	<ul style="list-style-type: none"> Design concept reflects input from the public and larger community
Supports stewardship of funding	<ul style="list-style-type: none"> Overall development cost; good value for the money; provides for cost-efficient operations

GLADSTONE LIBRARY EVALUATION CRITERIA	TASK FORCE SURVEY			PUBLIC SURVEY		
	Portland Entry	Dartmouth Entry	Corner Entry	Portland Entry	Dartmouth Entry	Corner Entry
Creates a shared sense of community identity	High	High	High	High	High	High
Supports library activities	Low	High	High	High	High	High
Honors the community's creative spirit through art and history	High	High	High			
Civic presence and community fit	High	Low	High	High	High	High
Provides access to nature and green space	High	High	High	High	High	High
Optimizes sustainable design	High	High	High			
Recognition of community's effort for the Gladstone Library	Low	Low	High			
Supports stewardship of funding	High	Low	High	High	Low	High
Planning toward the future for the library and community	High	Low	High			

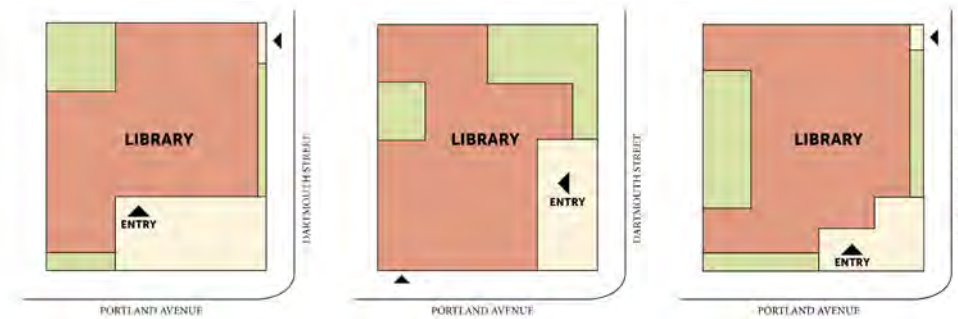
DESIGN ALTERNATIVES

THREE DESIGN ALTERNATIVES WERE CREATED BASED UPON THE PROGRAM DEVELOPED DURING THE NEEDS ASSESSMENT / PROGRAMMING PHASE.

Due to the small building footprint and site, developing alternative solutions were primarily driven by the location of the main entrance and plaza space.

Therefore, the three design alternatives were defined as

1. Option 1: Portland Avenue Entry;
2. Option 2: E Dartmouth Street Entry; and
3. Option 3: Corner Entry.



The design alternatives were developed to illustrate the proposed design solution and its size and volume (known as “massing”). Each design included floor plans, 3-D massing, and perspective drawings to help task force members and the public visualize the scale and impact of the library on the site. (The full presentation of design alternatives is in the appendix.) Using the evaluation criteria, the Gladstone Task Force and the community indicated a clear preference for the Corner Entry alternative.

OPTION 1 - PORTLAND ENTRY

FEATURES

- Total building area: 6,000 square feet
- Entry / plaza off Portland Avenue
- Northeast courtyard location
- Total project cost: \$4.9 million

OPPORTUNITIES

- Inviting Portland Avenue presence
- Large civic plaza for seating / gathering
- Good service point visibility
- Ability for meeting room to expand into reading room
- Contained children’s area

CHALLENGES

- Weak civic identity approaching Portland Avenue from the north
- Weak civic identity approaching E Dartmouth Street from the east
- Meeting room without inviting after-hours entry

- Teen area without identity in the middle of space
- Children’s area not connected to courtyard or meeting room
- Courtyard exposed to apartment building and fire station
- Unprotected southwest-facing windows create glare and collect heat

OPTION 2 - E DARTMOUTH STREET ENTRY

FEATURES

- Total building area: 6,000 square feet
- Entry / plaza off E Dartmouth Street
- Northeast corner courtyard location
- Total project cost: \$5.1 million

OPPORTUNITIES

- Inviting E Dartmouth Street presence
- Grand civic building scale
- Good service-point visibility
- Meeting room entry through vestibule
- South-facing loggia, sunscreen, and landscape area
- Children’s area access to courtyard

CHALLENGES

- Entry removed from Portland Avenue
- Lacks inviting presence on Portland Avenue
- Weak civic identity approaching Portland Avenue from the north
- Book drop disconnected from entry
- Difficult to expand meeting room into reading room
- Children’s area disconnected from entry and meeting room

OPTION 3 - CORNER ENTRY

FEATURES

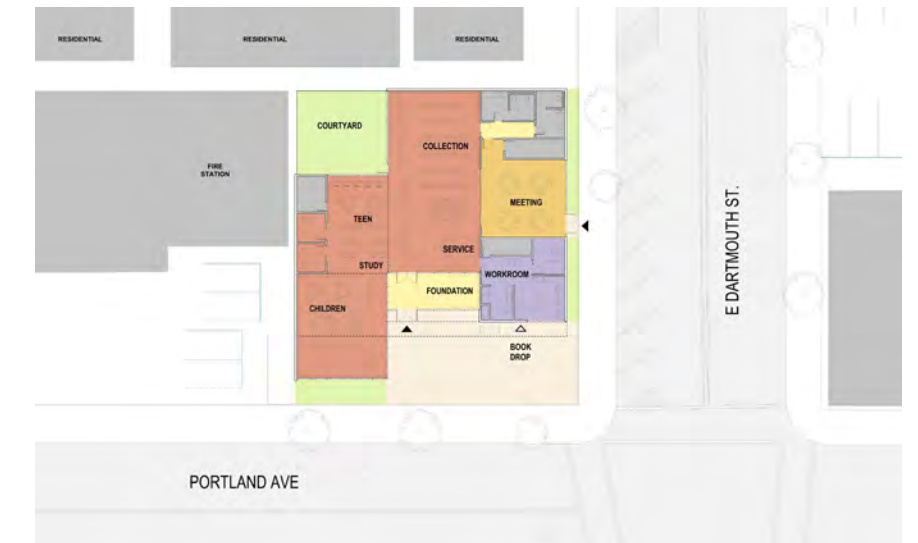
- Total building area: 6,000 square feet
- Plaza at corner with entry off of Portland Avenue
- Central courtyard location along north wall
- Total project cost: \$4.9 million

OPPORTUNITIES

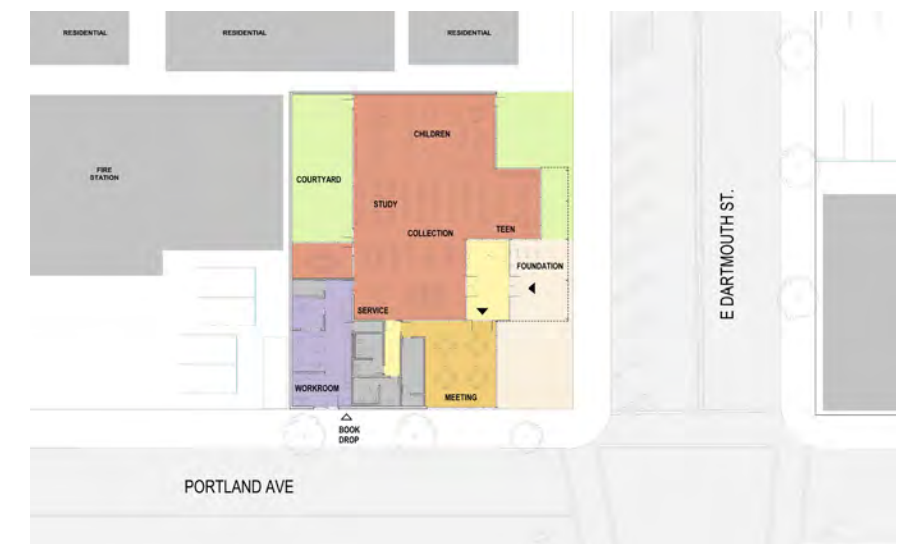
- Inviting corner entry presence
- Strong civic identity approaching Portland Avenue from the north
- Strong civic identity approaching E Dartmouth Street from the east
- Appropriate civic building scale
- Good service point visibility
- Inviting meeting room with after-hours covered entry
- Ability for meeting room to expand into children’s area
- Teen area with identity and service-point oversight
- Courtyard shared by all library program areas
- Courtyard large enough to offer seating, landscape, and views beyond
- North-facing daylight
- Southwest solar orientation addressed with integrated sunscreen
- Efficient exterior wall-area to floor-area ratio

CHALLENGES

- Children’s area distant from entry



SITE PLAN OPTION 1



SITE PLAN OPTION 2



SITE PLAN OPTION 3



KEY DECISIONS & RECOMMENDATIONS

PROJECT MILESTONES WERE ACHIEVED THROUGH SEVERAL KEY DECISION POINTS, BEGINNING WITH THE ESTABLISHMENT OF THE TASK FORCES AND APPROVAL OF THE OAK LODGE AND GLADSTONE COMMUNITY PROJECT TO PROCEED AS A JOINT PLANNING PROCESS BETWEEN THE GLADSTONE LIBRARY AND THE DEVELOPMENT OF THE CONCORD PROPERTY / OAK LODGE LIBRARY.

Key decisions were made during the planning process:

- April 2020: The completion of the Gladstone Civic Center created a new home for City Hall and the Police Department thus vacating the original site and making way for the new Gladstone Library.
- July 2, 2020: The Concord Task Force voted unanimously that, based upon all the information gathered to date, the Concord property is a feasible location for the Oak Lodge Library. (The vote was necessary to meet the July 30, 2020 milestone of the 2019 intergovernmental agreement (IGA) between the County and the City of Gladstone, allowing the projects to continue the joint master planning process as established.)
- September 2, 2020: The Corner Entry design alternative (Option 3) was selected unanimously by the Gladstone Task Force on as the preferred design alternative to recommend to the BCC.
- October 13, 2020: The Gladstone City Council approved an amendment to Subsection 17.18.070 of the Gladstone Municipal Code to allow, among other things, the new library to be built without a requirement for off-street parking.

The Corner Entry Option represents the following design decisions:

- The library entry plaza is located at the corner intersection of Portland Avenue and E Dartmouth Street.
- The library's primary entrance will face Portland Avenue (this is development standard requirement within the C2 zone).
- There is a provision for an exterior bookdrop.
- A community / library meeting room has separate public access from E Dartmouth Street and the ability to access public restrooms during library off-hours.
- The meeting room is designed to have flexibility to open up into the adjacent children's area for expanded event needs.
- Additional meeting space can be created using movable book stacks.
- A library courtyard is centrally positioned along the north wall with access for library patrons.
- A teen area is located away from the children's area and within visual sightline of the staff service point.
- Designated space for Library Foundation display and sales near the entry with workspace located in the staff workroom.

The focus of the future design process will prioritize recommendations that reflect feedback from the community and the value statements set forth by the Gladstone Task Force:

- The development of an iconic presence to designate the center of downtown and express the library's civic importance.
- Design solutions which are expressive of the shared sense of Gladstone's community identity and style through the use and qualities of natural materials.
- A design which will maintain, as a primary goal, to reduce barriers in order to provide access to all members of the community.

- A design that honors the many histories of Gladstone.
- A building that will illustrate Gladstone's creative spirit and culture through the integration of art.
- A process that will evaluate sustainability design strategies.
- A process that will engage the community and underrepresented community members in the future design process.



NEXT STEPS

THE PROJECT WILL BEGIN DESIGN AND ENGINEERING AFTER THE MASTER PLAN IS APPROVED BY THE BCC.

Construction documents are expected to be complete in fall 2021 so they can be submitted for permits. Construction start is anticipated for spring of 2022. Task force, public and library staff feedback was provided to the design team for review at the beginning of the next phase of design:

- Involve Task force and community about art and sustainability strategies.
- Explore exterior building materials that express of the Gladstone's character.
- Refine the design of the Library Foundation sales and work areas.
- Explore plaza and building designs that reinforce an iconic presence and reinforce Gladstone's Downtown Revitalization Goals.
- Consider materials, landscape, sustainability, and maintenance strategies for the courtyard.
- Investigate gender-inclusive public restrooms.
- Consider a family restroom closer to the children's area.

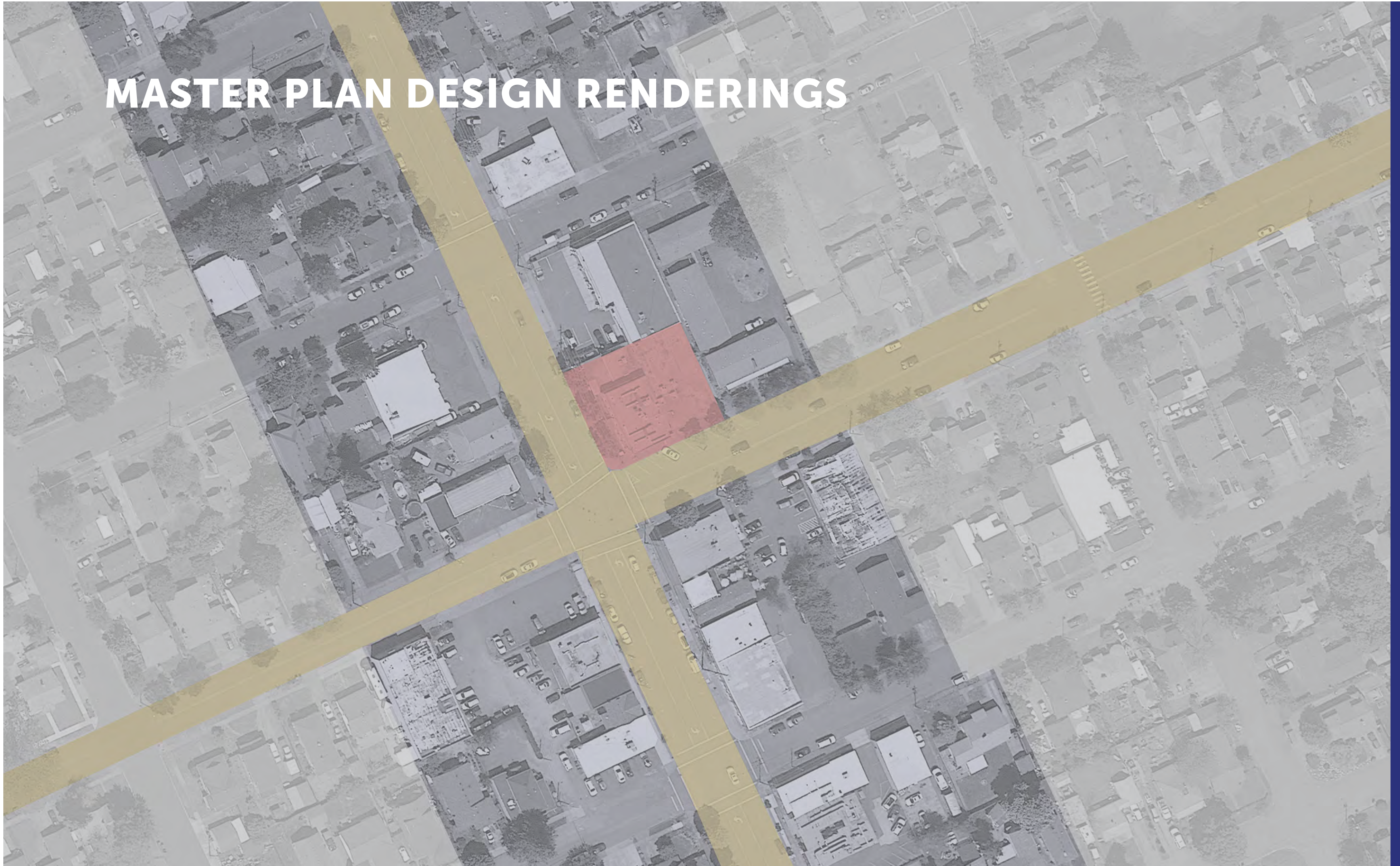
- Explore design alternatives for exterior screening elements.
- Explore options for furnishings and features which provide maximum space flexibility.
- Evaluate sustainable strategies including the consideration of a net-zero building.
- Explore the use of mass timber and recyclable products.
- Develop building character through design and use of materials.
- Investigate 15-min dedicated library parking adjacent to the building.
- Select a contractor as soon as possible to inform cost and constructability throughout the process.

Task force review of the draft Master Plan report on November 10, 2020 resulted in additional comments for next steps:

- Maintain the integration of public art into the project as a high priority.
- Consider door placement and the provision of overhangs as important entry features for library patrons.
- Provide a mix of private and open spaces within the teen area.
- Define the exterior cladding material further within the upcoming design phases.
- Consider the front entry overhang / vertical screening design so as to avoid attracting bird nesting.
- Provide bird-friendly design solutions to reduce bird-strikes on the courtyard glazing.
- Provide access to the courtyard from the adjacent north parking lot to avoid bringing maintenance equipment through the library.
- Consider library signage and community information location early in design as an integrated design element. Consider an exterior or vestibule information monitor or signage board to post community announcements and library events.
- Create a welcoming entrance through the exterior design. The vertical screen slats / screening as rendered does not feel welcoming and needs further thought and consideration.
- Create graphic branding specifically for the Gladstone Library, such as a Gladstone library logo and / or color scheme.



MASTER PLAN DESIGN RENDERINGS

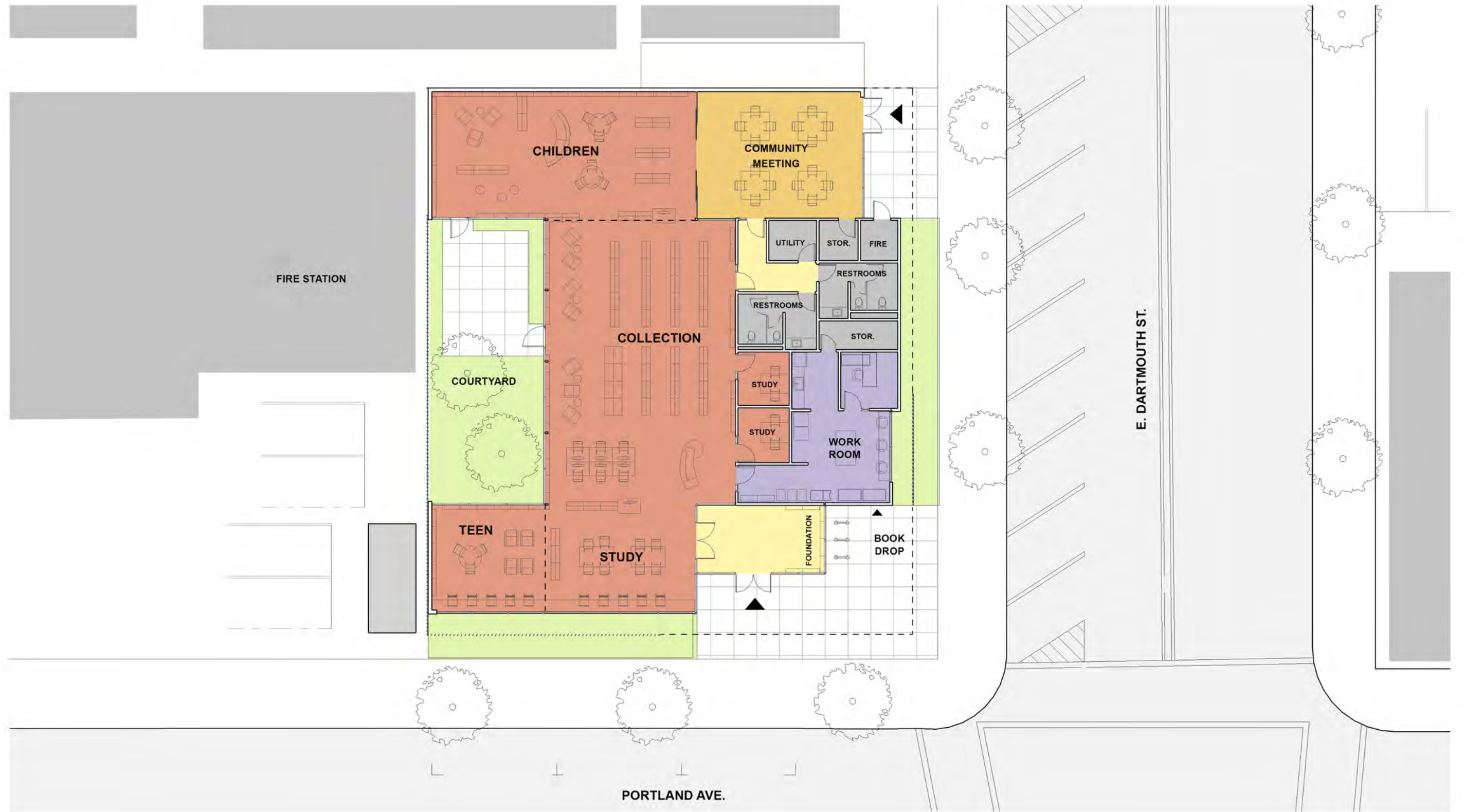


THIS PAGE INTENTIONALLY LEFT BLANK.

GLADSTONE LIBRARY

SITE & PLAN LAYOUT

FINAL DRAFT



GLADSTONE LIBRARY

AERIAL VIEW LOOKING NORTH

FINAL DRAFT



GLADSTONE LIBRARY

VIEW FROM PORTLAND AVENUE & SE DARTMOUTH STREET



GLADSTONE LIBRARY

E DARTMOUTH STREET VIEW

FINAL DRAFT



GLADSTONE LIBRARY

PORTLAND AVENUE VIEW

FINAL DRAFT



GLADSTONE LIBRARY

READING ROOM LOOKING EAST

FINAL DRAFT



APPENDIX



THIS PAGE INTENTIONALLY LEFT BLANK.

GLADSTONE LIBRARY

APPENDIX

ALL APPENDIX ITEMS CAN BE ACCESSED AT:

<https://www.clackamas.us/communityproject#masterplanreports>

GLADSTONE LIBRARY PLANNING TASK FORCE MEETING MINUTES / COMMENTS

PUBLIC OUTREACH (JLA PUBLIC ENGAGEMENT)

- PUBLIC INVOLVEMENT PLAN
- PHASE 1 PUBLIC OUTREACH SUMMARY
- PHASE 1 PUBLIC OUTREACH SUMMARY APPENDIX
- PHASE 2 PUBLIC OUTREACH SUMMARY
- PHASE 2 PUBLIC OUTREACH SUMMARY APPENDIX

OAK LODGE AND GLADSTONE COMMUNITY PROJECT OPEN HOUSE SURVEY BOARDS

GLADSTONE TECHNICAL ASSESSMENT

- ZONING SUMMARY (THE BOOKIN GROUP)
- CIVIL ASSESSMENT (KPFF CONSULTING ENGINEERS)
- BUILDING/SITE ASSESSMENT (OPSIS)
- BUILDING STRUCTURAL ASSESSMENT (CATENA CONSULTING ENGINEERS)

GLADSTONE SITE ANALYSIS (OPSIS)

GLADSTONE LIBRARY PROGRAM (OPSIS / JOHNSTON ARCHITECTS)

GLADSTONE DESIGN WORKSHOP COMMUNITY FEEDBACK (OPSIS)

GLADSTONE DESIGN ALTERNATIVES (OPSIS / JOHNSTON ARCHITECTS)

GLADSTONE CRITERIA EVALUATION (OPSIS)

GLADSTONE CITY HALL HISTORIC ASSESSMENT MEMO (ARCHITECTURAL RESOURCES GROUP)

GLADSTONE TRAFFIC IMPACT ANALYSIS METHODOLOGY MEMO (GLOBAL TRANSPORTATION ENGINEERING)

CLACKAMAS COUNTY-PROVIDED REPORTS

- 2017 GLADSTONE DOWNTOWN REVITALIZATION PLAN (CITY OF GLADSTONE)
- 2019 GLADSTONE PHASE 1 ENVIRONMENTAL ASSESSMENT (PBS)
- 2019 GLADSTONE CITY HALL HAZARDOUS MATERIALS SURVEY REPORT (PBS)
- 2019 GLADSTONE CITY HALL PROBABLE HAZ MAT ABATEMENT COST ESTIMATE (PBS)
- 2019 GLADSTONE PRELIMINARY GEOTECHNICAL REPORT (GRI)
- 2020 GLADSTONE GEOTECHNICAL REPORT (GRI)
- 2020 ALTA SURVEY – 525 PORTLAND AVE (OTAK)

THIS PAGE INTENTIONALLY LEFT BLANK.



For more information about the Oak Lodge & Gladstone Community Project visit:

e communityproject@clackamas.us
w clackamas.us/communityproject

Opsis Architecture LLP
920 NW 17th Avenue Portland, Oregon 97209

opsisarch.com



FINAL DRAFT NOVEMBER 2020



OAK LODGE & GLADSTONE COMMUNITY PROJECT

CONCORD PROPERTY MASTER PLAN REPORT



CONCORD PROPERTY ACKNOWLEDGEMENTS

CONCORD PROPERTY & LIBRARY PLANNING TASK FORCE

NCPRD At-Large Members

Ron Campbell
Mark Elliot
Denis Hickey, Vice-chair
Rose Ojeda
Kim Parmon
Michael Schmeer
Kristi Switzer

Clackamas County Library Board of Trustees Members

Grover Bornefeld
Jan Lindstrom
Doug Jones, Chair
Chaunda Wild

Friends of the Oak Lodge Public Library Member

Paul Boundy

Gladstone Library Board Member

Gary Bokowski

Close Proximity Neighbor

Michael Newgard

Past task force members

Jean Chapin
Lynn Fisher
Anna Hoesly
Stephanie Kurzenhauser
Monica Rohrscheib
Eric Shawn

SPECIAL THANKS TO

Residents of Oak Lodge/Jennings Lodge community who contributed to the master planning process

North Clackamas School District for their stewardship of the Concord Elementary School while it was under their ownership

For more information, contact:
communityproject@clackamas.us

CLACKAMAS COUNTY

Board of Commissioners

Jim Bernard, Chair
Sonya Fischer, Commissioner
Ken Humbertson, Commissioner
Paul Savas, Commissioner
Martha Schrader, Commissioner

County Administration

Gary Schmidt, County Administrator

Business & Community Services

Laura Zentner, Director
Allegra Willhite, Deputy Director
Liz Lawson, Administrative Specialist
Tracy Grambush, Financial Analyst
Kathryn Krygier, Project Manager

Gladstone & Oak Lodge Libraries

Mitzi Olson, Library Director
Robin Dawson, Library Supervisor
Kristina Wells, Librarian

North Clackamas Parks and Recreation

Scott Archer, Director
Jessica Botteron, Administrative Specialist
Joe Corr, Park Maintenance Coordinator
Elizabeth Gomez, Financial Operations Manager
Kevin Cayson, Park and Facilities Manager
Melina DeFrancesco, Marketing and Communications Manager
Kandi Ho, Recreation Services Manager
Marty Hanley, Milwaukie Center Supervisor
Jason Kemmerich, Aquatic and Recreation Supervisor
Heather Koch, Senior Planner
Joe Loomis, Sports Supervisor
Amanda Mendez, Office Supervisor
Tonia Williamson, Natural Resources Coordinator

Public & Government Affairs

Ellen Rogalin, Community Relations Specialist
Amber Johnson, Community Relations Specialist

CONSULTANT TEAM

Opsis Architecture

Jim Kalvelage, Partner, FAIA
Jennifer Hoffman, Project Manager
Nada Maani, Project Architect

Johnston Architects

Ray Johnston, Partner, FAIA
Mona Zellers, Designer, Johnston Architects
Siyao Zhang, Designer, Johnston Architects

Lango Hansen Landscape Architect

Kurt Lango, Principal
Brian Martin, Landscape Architect

JLA Public Involvement (Community Engagement)

Allison Brown, Facilitator
Brandy Steffan, Outreach Project Manager

Ballard*King & Associates (Recreation Operations)

Ken Ballard, CPRP, President

Catena Consulting Engineers (Structural Engineering)

Jared Lewis, PE, SE, Principal

Interface Engineering, Inc (Mechanical and Electrical Engineering)

Andy Frictl, PE, LEED AP, Principal
David Chelsey, PE, RCDD, LEED AP, Principal

KPFF Consulting Engineers (Civil)

Josh Lighthipe, Associate, PE
Nora Oaks, Civil Designer

ACC Cost Consultants (Cost Estimating)

McCabe Karcher, Senior Estimator

Architectural Resources Group (Historic)

Matthew Davis, AICP, Principal
Caitlyn Ewers, Architectural Historian and Preservation Planner

The Bookin Group (Land Use)

Debbie Cleek, Principal

Global Transportation Engineering (Traffic)

Dana Beckwith, PE, PTOE, Principal

TABLE OF CONTENTS

**OAK LODGE AND GLADSTONE COMMUNITY PROJECT
CONCORD PROPERTY MASTER PLAN**
SUMMARY REPORT

PREPARED FOR
NORTH CLACKAMAS PARKS AND RECREATION DISTRICT AND OAK LODGE LIBRARY:
DIVISIONS OF BUSINESS AND COMMUNITY SERVICES, CLACKAMAS COUNTY

BY:
OPSIS ARCHITECTURE
IN ASSOCIATION WITH:
JOHNSTON ARCHITECTS (LIBRARY ARCHITECT)
BALLARD*KING ASSOCIATES (RECREATION / OPERATIONS)
LANGO HANSON LANDSCAPE ARCHITECTURE

NOVEMBER 2020

INTRODUCTION & EXECUTIVE SUMMARY	1
PROJECT BACKGROUND	5
HISTORY	6
COMMUNITY ENGAGEMENT	6
TASK FORCE VALUES	7
RECOMMENDED MASTER PLAN	9
SITE ANALYSIS	9
OPPORTUNITIES / CONSTRAINTS	11
NEEDS ASSESMENT / PROGRAM SUMMARY	12
PREFERRED DESIGN ALTERNATIVE	15
PROCESS	19
COMMUNITY ENGAGEMENT	19
EVALUATION CRITERIA	21
DESIGN ALTERNATIVES	21
KEY DECISIONS & RECOMMENDATIONS	23
NEXT STEPS	24
MASTER PLAN DESIGN RENDERINGS	25
APPENDIX	37

THIS PAGE INTENTIONALLY LEFT BLANK.

CONCORD PROPERTY

INTRODUCTION & EXECUTIVE SUMMARY

MASTER PLAN INTRODUCTON

THE OAK LODGE AND GLADSTONE COMMUNITY PROJECT (OLGCP) IS A COMPREHENSIVE PLANNING EFFORT FOR THE OAK LODGE AND GLADSTONE LIBRARIES, AND NORTH CLACKAMAS PARKS AND RECREATION DISTRICT (NCPRD), DIVISIONS OF THE CLACKAMAS COUNTY BUSINESS AND COMMUNITY SERVICES DEPARTMENT (BCS).

Together they envision a new library, community center, park and NCPRD administrative offices for the Oak Grove/Jennings Lodge community and a new library for the Gladstone community.

Opsis Architecture and Johnston Architects, with their consultant team, led the planning effort through a year-long process, guided by robust community engagement and the work of two community task forces – the Concord Property and Library Planning Task Force, and the Gladstone Community Library Planning Task Force. As ambassadors of community interests, task force members informed the planning efforts with their ideas and feedback from the broader community.

This report summarizes the collective, collaborative effort between the design team, task force, community and staff to jointly identify preferred master plan for the Concord Property to recommend to the Board of County Commissioners (BCC).

MASTER PLAN SCOPE OF WORK

The master plan effort consisted of identifying project values; program, site and design alternatives, and concept designs for the two projects – one in the Oak Grove/Jennings Lodge area and one in downtown Gladstone.

The design team was asked to provide a master plan for a new community center, park, and NCPRD administrative offices for District residents to be located at the site of the former Concord Elementary School (Concord Property) in Oak Grove.

In addition, the design team was asked to determine if the Concord Property was a suitable location for a new 19,500-square foot Oak Lodge Library to serve the Oak Lodge Library service area. The team provided options for the library to be a

stand-alone building, an addition to the Concord building, and to be in the Concord building. If the library was deemed feasible on the Concord Property by the Concord Task Force, it was to be included in the master plan.

The design team was also asked to provide a master plan for a 6,000-square-foot library on the former City Hall site at Portland Avenue and E Dartmouth Street to serve the Gladstone Library service area.

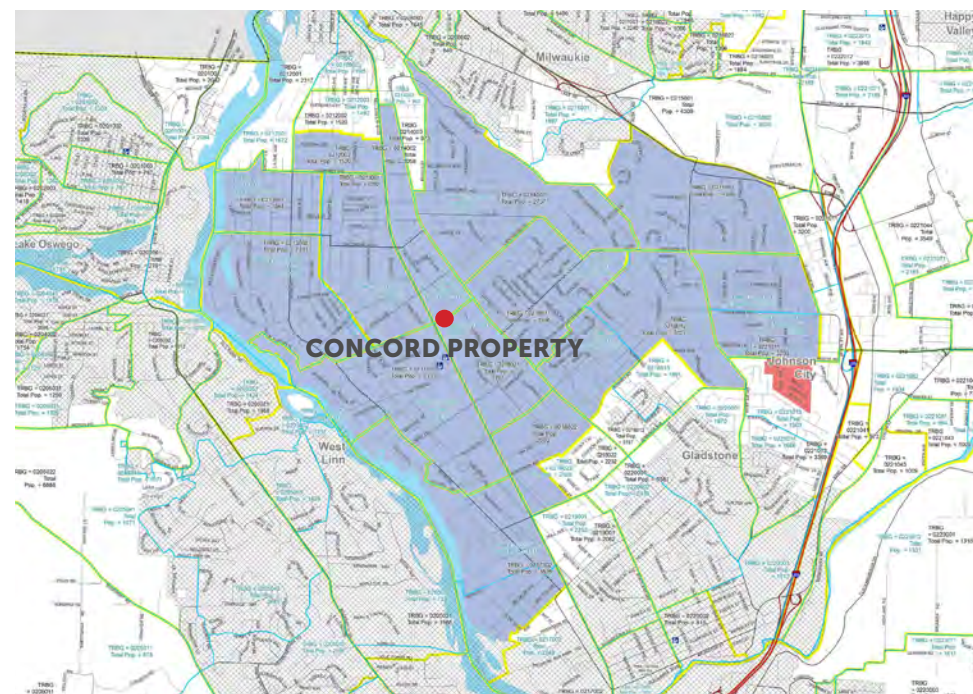
MASTER PLAN BACKGROUND

In October 2017, the County and City of Gladstone entered into a settlement agreement in which the County agreed to construct and manage two new libraries – a 6,000-square-foot facility in the City of Gladstone and an approximately 19,500-square-foot facility in the Oak Lodge Library service area. The agreement

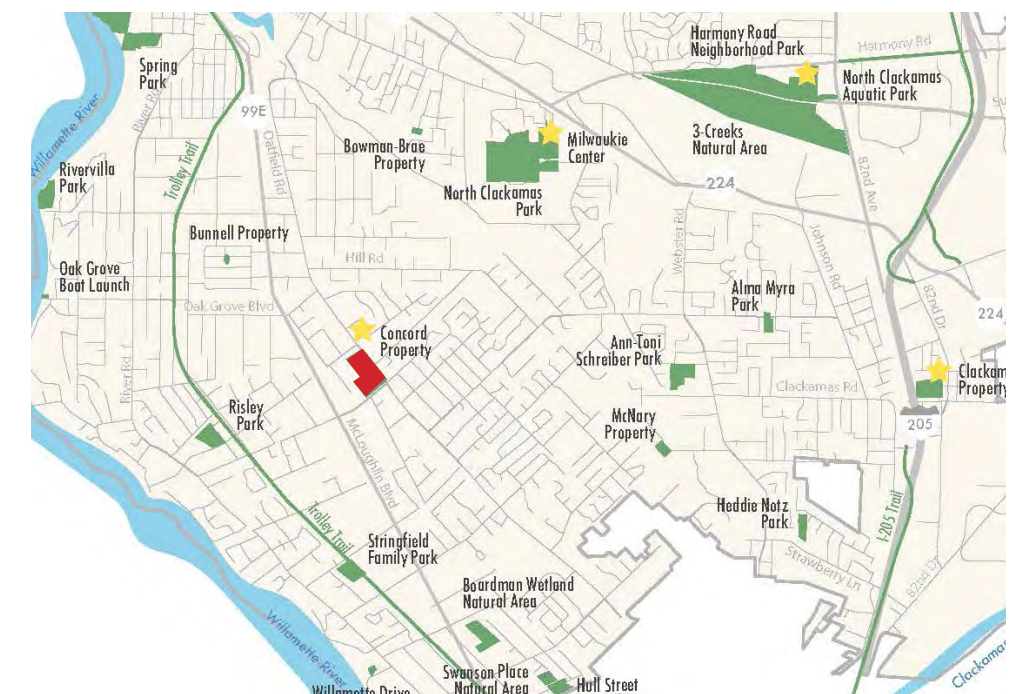
called for a “one library, two building” approach, with both libraries operated by the county to achieve economies of scale and best provide library services to Oak Lodge and Gladstone service areas.

In a similar timeframe to this settlement agreement, NCPRD and the North Clackamas School District (NCSD) entered into a strategic partnership to acquire three NCSD properties, including the Concord Property in Oak Grove.

Since Oak Lodge Library and NCPRD are both BCS divisions, it was decided to pool resources and use time and money efficiently by creating a joint process to plan for the Concord Property and the Oak Lodge and Gladstone libraries. A process outline was approved by the BCC in 2018.



OAK LODGE LIBRARY SERVICE AREA



WESTERN PORTION OF NORTH CLACKAMAS PARKS AND RECREATION DISTRICT

CONCORD PROPERTY EXECUTIVE SUMMARY

A PRIMARY GOAL OF THIS STUDY IS TO BRING FORTH A SHARED VISION FOR THE SITE THAT BEST REFLECTS THE COMMUNITY'S VALUES WHILE BALANCING LIBRARY, COMMUNITY CENTER AND OUTDOOR RECREATION NEEDS.

That shared vision establishes a basis for developing capital development costs and funding.

The master planning process was established to determine the feasibility of redeveloping the Concord Property to meet library, recreation and community center needs, and to preserve the Concord building for future generations. For more than a century, the Concord Property has been at the heart of the Oak Grove community adjacent to the Jennings Lodge community. Throughout the years of serving the public education needs of the area, it developed into a valued community treasure. The school was closed in 2014 yet remained an important asset to the community.

The OLGCP offers an opportunity to revitalize this resource by providing recreational and community gathering opportunities for an under-served area of NCPRD and a much needed new library for the Oak Lodge Library service area. There are also significant benefits of co-locating NCPRD and the library. Continued public use of the Concord Property to serve the community underscores it as an historic and vital heart of the Oak Grove and Jennings Lodge communities.

BACKGROUND

Originally built in 1936 with funding provided through a grant from the Federal Emergency Administration of Public Works, with a north-wing addition built in 1948, the Concord building is eligible for the National Historic Register and was listed in 2015 as one of Oregon's Most Endangered Places by Restore Oregon.

NCPRD's purchase of the property was an important step toward preserving the property in public ownership and aligns with substantial community feedback to protect and preserve it. It offers NCPRD the opportunity to provide expanded and improved recreation, park and community services and, with its central location and large site, has the potential to be home for the new Oak Lodge Library.



CONCORD BUILDING



CONCORD SITE AERIAL

COMMUNITY ENGAGEMENT

The robust community outreach effort included a high priority on engaging under-represented communities such as Spanish speaking, low-income, and youth groups. Public involvement was conducted in two parts:

1. Capturing public input to inform the needs assessment; and
2. Providing specific feedback on the design alternatives.

A number of public outreach strategies were used to reach the widest audience. Public input ranged from in-person interviews with teens, residents and staff, a community event to an on-line open house. Project information and events were advertised via multiple methods, with a dedicated project website to share information, surveys, and updates. In fall of 2019, over 350 people attended the first open house. This event was a community celebration to raise awareness about the project. Over 400 participants also provided input on an online and printed survey (in English and Spanish). An online open house for the Concord Property was held in August 2020, to gather feedback on three design alternatives. The survey attracted 269 visitors and 210 comments. Over 20 Spanish speaking people and teens attended focus groups held at Oak Grove Elementary School and the Aquatic Park.

Community events were well-attended, but the Covid-19 pandemic did disrupt the community outreach process. Shifting a majority of the communication from in-person to virtual impacted the degree of input, both the planning team and project stakeholders accommodated the change as successfully as possible. The project website became even more valuable as a two-way communication tool with the shift from in-person to virtual events.

VALUES

The Concord Task Force began the master plan process by establishing value statements and community needs. Representing many voices, the approved

value statements embody the core principles to guide decision-making through the planning process and establish standards against which project alternatives could be evaluated:

- Inclusivity
- Accessibility
- Shared community involvement and identity
- Stewardship of funding and natural space
- Respect and preservation of the many histories
- Sustainable thinking

SITE CONSIDERATIONS

- Land use discussions are underway with Clackamas County Planning staff about the permit.
- Parking will be reconfigured and expanded with increased development on the site.
- Parking will be reconfigured and expanded with increased development on the site.
- Vehicular and emergency access will be required from both SE Concord Road and SE Spaulding Avenue.
- Pedestrian access will connect to SE Olive Avenue.
- Site utilities within the vacated portions of both SE Olive and SE Spaulding Avenues may need to be rerouted in specific areas.
- New construction will be located at least 50 feet from the Oatfield Fault which is considered to be inactive and at a low risk of rupture.
- Stormwater retention is expected for 6-10% of impervious area due to poor infiltration rates.

PROGRAM

A variety of program elements and alternatives were considered to provide a balanced approach to the park, community center and library. The preferred program was determined through task force input, public open houses, focus groups, and a public opinion survey. The library and community center program area is 19,500 square feet (as set in county agreements) and 47,600 square feet respectively, with both dedicated and shared spaces.

The program mix optimizes the shared use potential between the library and community center including a shared main entry, lobby, and support spaces. The following list is an abbreviated summary of program needs:

Indoor recreation amenities

- Multi-use fitness rooms,
- Double-court gym addition
- Existing gym for community, cultural, and recreation use

Community spaces

- Divisible community room
- Commercial and instructional kitchen
- Community resource room
- Flexible meeting spaces
- Lounge areas

Park spaces

- Events plaza with interactive water feature
- Multi-use open space for events and youth soccer
- Universal-access playground and picnic shelter
- Stairs with amphitheater seating
- Upper terrace with active play area
- Loop walking / jogging trail

NCPRD administrative offices

- Reception
- Private and open offices
- Conference/meeting rooms
- Work room
- Staff kitchen
- Storage

Library

- Reading room and stacks
- Teen and children’s areas
- Service area
- Multi-use room
- Staff work room
- Public computers
- Study areas

DESIGN ALTERNATIVES

Seven concept designs explored various library, recreation, and site layouts and configurations. The task force evaluated these options based upon criteria established during the planning process. The task force selected three concepts with a range of feasible solutions for public review:

- Free-standing library option with a gym addition
- Library and gym additions
- Gym-only addition

MASTER PLAN - PREFERRED DESIGN ALTERNATIVE

The preferred 67,000-square-foot design balances the library and NCPRD program needs with a highly efficient and functional layout that incorporates library and gym additions in the Concord building and retains the integrity of the west- and south-facing historic facades.

It has the following attributes:

- **A central plaza** serves as flexible space for outdoor events and creates a gateway to the park.
- **The existing gymnasium and stage are retained** for community uses.
- **A large, upper level community room** within the existing north wing is adjacent to a public lounge space that looks down into the new gymnasium.
- **The library addition** offers a spacious and flexible layout with views to the plaza and park setting.
- **Parking** is centrally located with drop-off and accessibility parking next to the plaza with direct proximity to the building entrance and park.
- **Staff parking and service** access is provided from SE Concord Road and SE Spaulding Avenue.



PROJECT COST

The total project cost for the redevelopment, inclusive of the community center, library renovation/addition, park, parking, site development and contingencies, is based on an estimated spring 2022 construction start.

Total project cost includes site development, direct construction costs, owner's contingency, and indirect construction costs (expenses not directly related to labor and building materials) at 30% of the direct construction cost. Indirect costs will be confirmed in the next phase of the work.

Funding for the project will rely on separate NCPDR and library funding sources. Oak Lodge and Gladstone libraries share funding, so Gladstone project cost is included within this report.

The estimated costs are:

ESTIMATED PROJECT COST	
OAK LODGE LIBRARY	\$ 12.1 million
GLADSTONE LIBRARY	\$ 4.9 million
NCDPRD PARK, COMMUNITY CENTER, AND OFFICES	\$ 23.7 million

Library Funding Sources

The Gladstone Library and Oak Lodge Library funding sources are shared. The City of Gladstone is contributing \$200,000 per year of general fund revenue to support the Gladstone Library.

SHARED LIBRARY FUNDING SOURCES	
OAK LODGE LIBRARY RESERVES	\$ 2.9 million
CLACKAMAS COUNTY CAPITAL	\$ 1.0 million
OAK LODGE LIBRARY BEGINNING FUND BALANCE	\$ 0.6 million
LIBRARY REVENUE BOND, PAID BACK AT \$310,000 PER YEAR (NO VOTE REQUIRED)	\$ 4.2 million
TOTAL LIBRARY FUNDS	\$ 8.7 million
ANTICIPATED SHORTFALL - CLACKAMAS COUNTY BOND (NO VOTE REQUIRED)	\$ 8.3 million
ESTIMATED TOTAL LIBRARY FUNDS	\$ 17.0 million

NCPDR Funding Sources

Full funding for NCPDR's portion of the project is still being explored. The project cost and funding will be aligned in the next phase of the work.

NCPDR FUNDING SOURCES	
METRO LOCAL SHARE (PARK)	\$ 1.0 million
GRANTS (PARK)	\$ 1.0 million
HOOD VIEW PROCEEDS	\$ 3.0 million
POTENTIAL PROPERTY PROCEEDS	\$ 2.0 - \$ 4.0 million
LIBRARY PROCEEDS	\$ 0.3 million
SDC'S	\$ 2.4 million
NCPDR RESERVES	\$ 1.8 million
REVENUE BOND (\$550 K/YR) (NO VOTE REQUIRED)	\$ 9.5 million
POTENTIAL SEISMIC GRANT (SHARED PROPORTIONALLY WITH LIBRARIES)	TBD
ESTIMATED TOTAL NCPDR FUNDS	\$ 21.0 - \$ 23.0 million

*PROJECT NEEDS TO BE ADDED TO THE CAPITAL IMPROVEMENT PLAN (CIP)

PROJECT SCHEDULE



FALL 2019
TECHNICAL INVESTIGATION

Analyzing the Concord Property and the Gladstone City Hall site to understand its potential opportunities and constraints.



FALL 2019 - WINTER 2020
NEEDS ASSESSMENT / PROGRAM

Learn about community wishes, aspirations and building uses for the Concord Property, the Oak Lodge Library and the Gladstone Library.



WINTER - SUMMER 2020
DESIGN ALTERNATIVES ANALYSIS

Create three design alternatives for each location, using community input and technical data.



SUMMER - FALL 2020
PREFERRED DESIGN ALTERNATIVE & REFINEMENT

Recommend a preferred alternative for each location.



FALL 2020 - SPRING 2022
DESIGN/ENGINEERING & PERMITTING

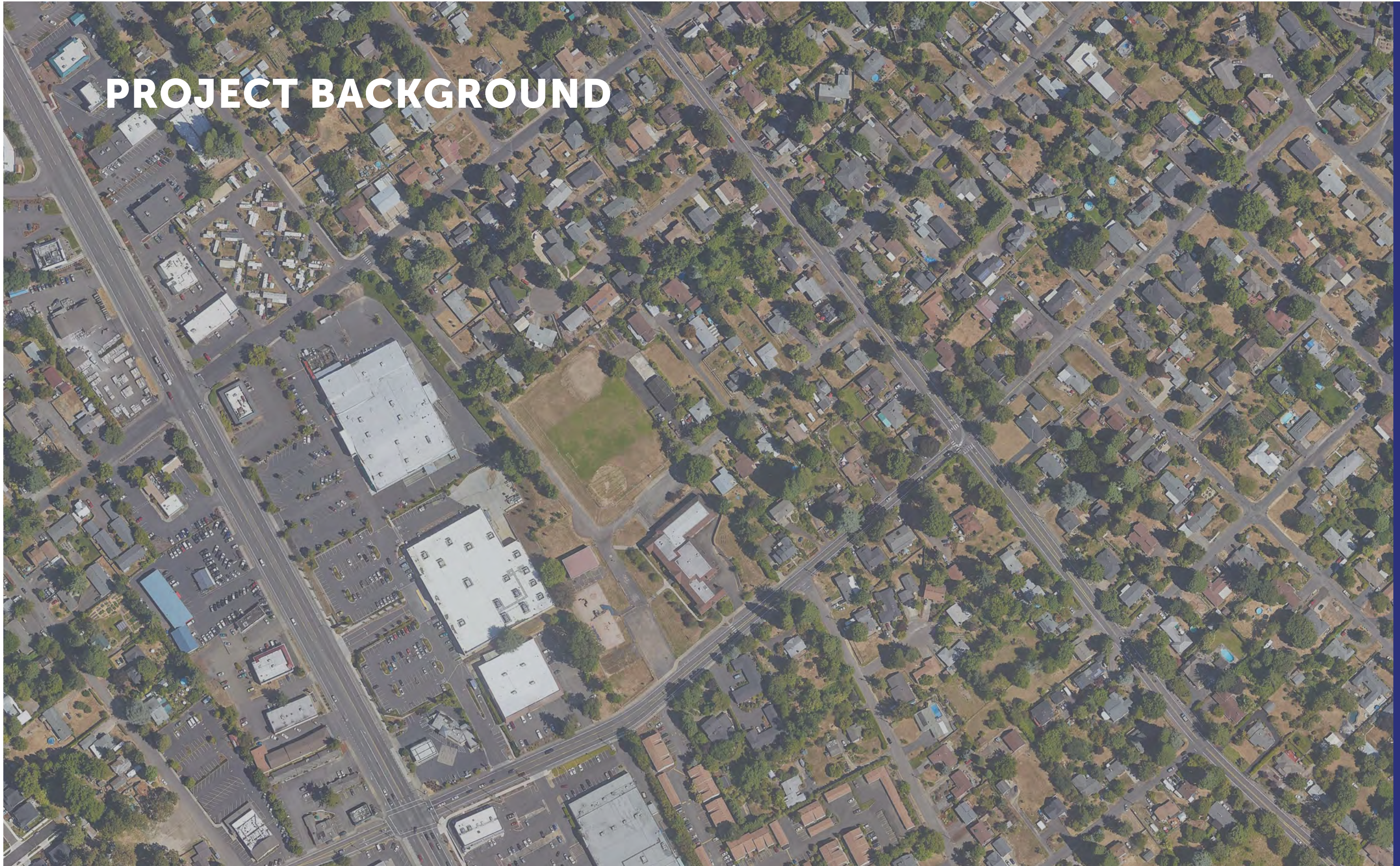
Complete detailed design work and construction documents. Get land use approvals and building permit.



SPRING 2022 - FALL 2023
CONSTRUCTION (TENTATIVE)

Construct buildings and site improvements.

PROJECT BACKGROUND



THIS PAGE INTENTIONALLY LEFT BLANK.

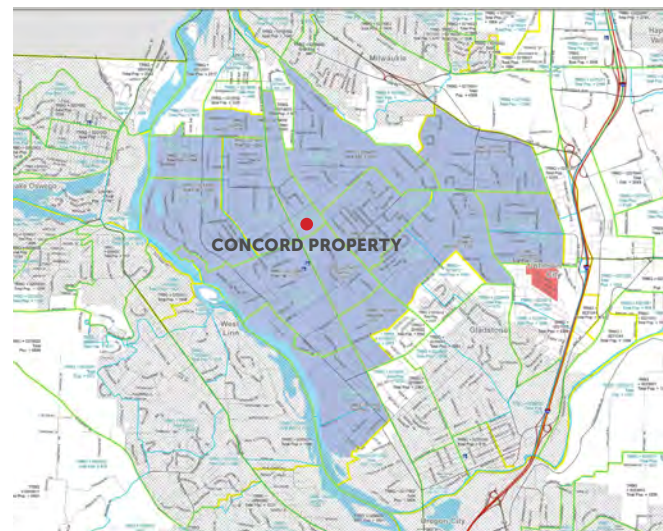
CONCORD PROPERTY PROJECT BACKGROUND

PROVIDING THE OAK LODGE AND GLADSTONE LIBRARY SERVICE AREAS WITH ACCESS TO SAFE, MODERN LIBRARY FACILITIES, AND, FOR THE OAK GROVE AND JENNINGS LODGE AREA, IMPROVED ACCESS TO A PARK AND A MULTI-PURPOSE COMMUNITY CENTER, CREATES AN OPPORTUNITY TO ADDRESS THE NEEDS OF THE LIBRARIES AND THE NORTH CLACKAMAS PARKS AND RECREATION DISTRICT (NCPRD).

As a joint project, this supports the county’s strategic priorities by creating efficient use of resources and provides an opportunity for robust public engagement throughout the planning process.

The Oak Lodge Library, currently located within a leased facility on SE McLoughlin Boulevard, serves over 31,000 service area residents with over 10,000 registered borrowers (2017/18 fiscal year counts). The existing 5,100-square foot Gladstone Library currently serves over 21,000 service area residents with 6,100 registered borrowers. The sharing of library resources between the Gladstone and Oak Lodge libraries expands the capability of each branch to serve their individual communities.

Within NCPRD, the former Concord Elementary School (Concord Property) was acquired in the Oak Grove/Jennings Lodge planning area which serves approximately 25,000 people. Until purchase of the Concord Property, the area had limited access to parks, indoor recreation, gyms, and community gathering spaces. In addition, NCPRD’s administration offices are currently located in leased space outside the District in Oregon City. The Concord Property therefore provides an important opportunity within the Oak Grove/Jennings Lodge area to address community needs, indoor and outdoor recreation opportunities, and library access in one comprehensive development.



OAK LODGE LIBRARY SERVICE AREA



GLADSTONE LIBRARY SERVICE AREA



WESTERN PORTION OF NORTH CLACKAMAS PARKS AND RECREATION DISTRICT

HISTORY

In 2018, in accordance with a preliminary outline for a joint planning process approved by the BCC, a Concord Property and Library Planning Task Force and Gladstone Community Library Planning Task Force were formed to advise staff and the Board of County Commissioners (BCC) on library master plans and the planning process, community center and park needs, and capabilities of the Concord Property.

The two task forces began meeting regularly in early 2019. Each task force selected two members to represent its interests on a 13-member committee that selected the design team led by Opsis. Beginning in fall 2019, joint task force meetings were held to increase project efficiency and information-sharing, with task force members informally approving the master plan scope of work. (Later in the process, the task forces began meeting separately to focus on their own unique projects.) Following approval by the BCC, Opsis began the four-phase master planning work:

PHASE 1: Technical investigation

PHASE 2: Needs Assessment / Programming

PHASE 3: Design Alternatives Analysis

PHASE 4: Preferred Alternative Refinement and Master Plan Report

This master plan document serves as the springboard for the design team as it progresses into full design phases, with construction anticipated to begin in Spring of 2022.

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT GOALS

The master planning process placed a high priority upon the importance of robust community engagement. The process began with the development of the project's Public Involvement Plan (included within the appendix), which reviewed past public outreach efforts related to the libraries to form a more complete picture of the community and to create a strategy for effective techniques within each area. This information was coupled with additional demographic research to help target specific populations who will use the facilities but were

under-represented in prior planning and design projects. The plan was reviewed by the task force, which provided feedback and informal approval.

The design team held a variety of activities to obtain feedback throughout the process.

SUMMER 2019

- In-person/phone stakeholder interviews

FALL 2019

- In-person open house with opportunities to inform and gather input
- Online public survey in both English and Spanish
- Targeted engagement to identified underserved communities

WINTER 2020

- In-person design workshop for each project area
- Targeted outreach to identified underserved communities

SUMMER 2020

- Online public survey (provided in English and Spanish)
- Targeted engagement to identified underserved communities

Project information and event advertisement took place via the project website, social media postings, press releases, meetings and announcements at community planning organization (CPO) meetings, along with postcards mailed to all residents in the project area, and flyers distributed at local businesses and government buildings, and with food bank deliveries.

The outbreak of the COVID-19 pandemic in March 2020 resulted in significant impact to all planned outreach and engagement activities. This external pressure negatively affected the options to conduct outreach and reduced the number of participants in the design alternatives phase of the work, particularly with underserved community groups. The project team plans to expand targeted outreach efforts in the next early design phase to obtain additional input, if feasible.



COMMUNITY EVENT AT THE CONCORD PROPERTY



COMMUNITY ENGAGEMENT, GOOD ROOTS FOOD PANTRY

PROJECT SCHEDULE



FALL 2019

TECHNICAL INVESTIGATION

Analyzing the Concord Property and the Gladstone City Hall site to understand its potential opportunities and constraints.



FALL 2019 - WINTER 2020

NEEDS ASSESSMENT / PROGRAM

Learn about community wishes, aspirations and building uses for the Concord Property, the Oak Lodge Library and the Gladstone Library.



WINTER - SUMMER 2020

DESIGN ALTERNATIVES ANALYSIS

Create three design alternatives for each location, using community input and technical data.



SUMMER - FALL 2020

PREFERRED DESIGN ALTERNATIVE & REFINEMENT

Recommend a preferred alternative for each location.



FALL 2020 - SPRING 2022

DESIGN/ENGINEERING & PERMITTING

Complete detailed design work and construction documents. Get land use approvals and building permit.



SPRING 2022 - FALL 2023

CONSTRUCTION (TENTATIVE)

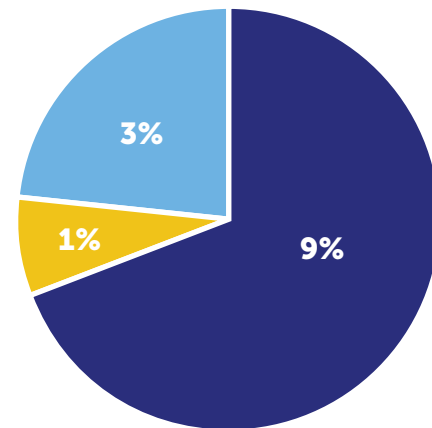
Construct buildings and site improvements.

DEMOGRAPHICS

Specific, localized demographic information informed the community engagement process. The study area for the joint project included both the Oak Lodge Library service area, north to the City of Milwaukie boundary between I-205 and the Willamette River, and the Gladstone Library service area (the City of Gladstone and unincorporated Gladstone). US Census and local elementary school data was used to establish a well-rounded understanding of each community’s racial, language and income demographics.

CENSUS DEMOGRAPHICS

- HISPANIC OR LATINO
- TWO OR MORE RACES
- BLACK OR AFRICAN AMERICAN



*PLEASE NOTE, ALL LISTED RACES BESIDES HISPANIC/LATINO ARE NON-HISPANIC. UNLISTED RACES WERE 0%.

CENSUS DEMOGRAPHICS FOR JOINT PROJECT

- Census Demographics for Joint Project
- Hispanic or Latino (of any race) - 9%
- Black or African American alone, non-Hispanic - 1%
- American Indian and Alaska Native alone, non-Hispanic - 0%
- Asian alone, non-Hispanic - 2%
- Native Hawaiian and Other Pacific Islander alone, non-Hispanic - 0%
- Some other race alone, non-Hispanic - 0%
- Two or more races, non-Hispanic - 3%

SCHOOL DEMOGRAPHICS

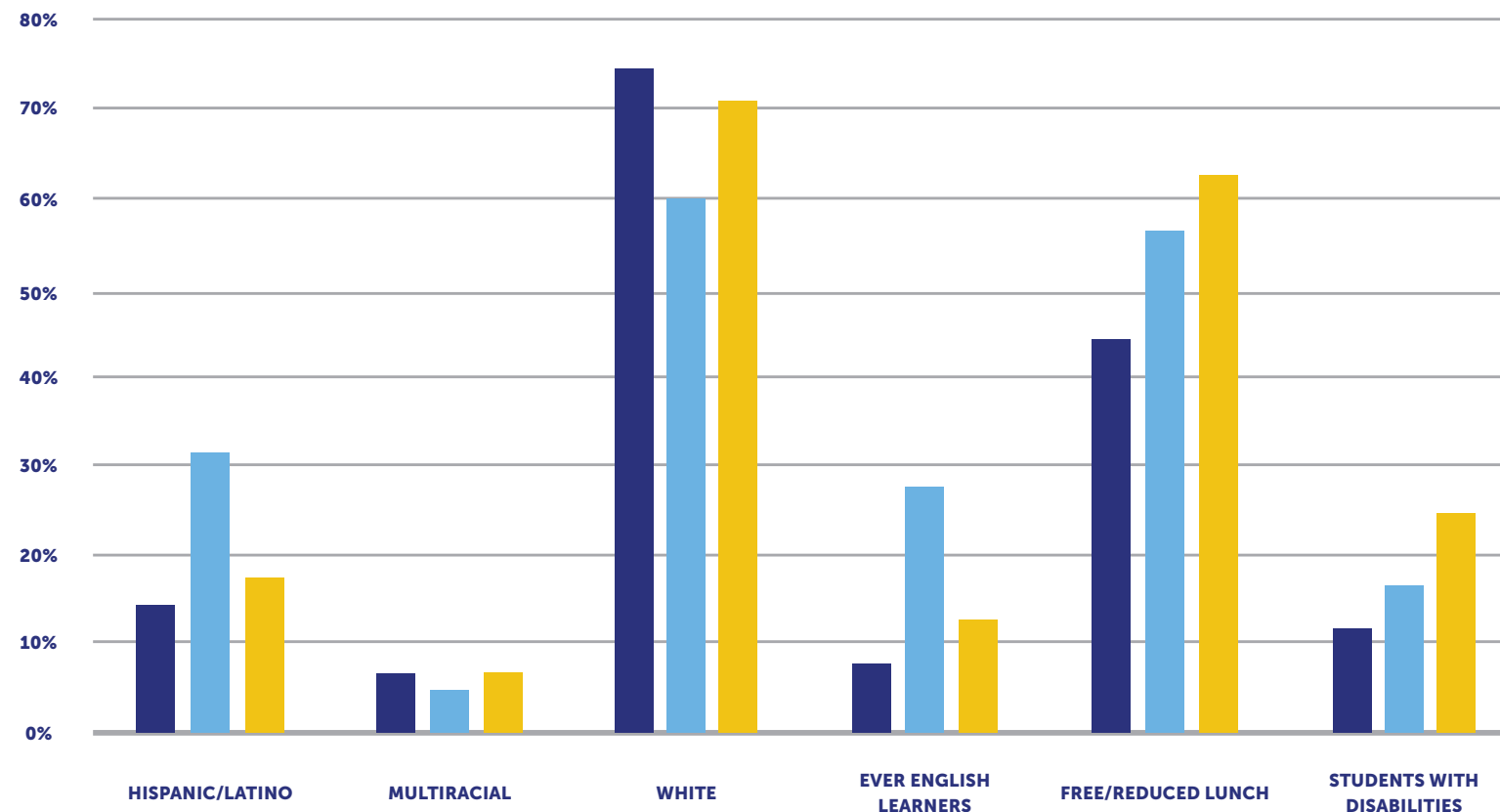
John Wetten Elementary School, Gladstone SD: 15% Hispanic/Latino students, 7% multiracial, 75% White; 8% ever English Learners; 10 languages spoken; 45% Free/reduced price lunch; 12% students with disabilities.

Riverside Elementary School, North Clackamas SD: 32% Hispanic/Latino, 5% multiracial, 60% White; 28% Ever English Learners; 8 languages spoken; 57% Free/reduced price lunch; 17% students with disabilities.

Oak Grove Elementary School, North Clackamas SD: 18% Hispanic/Latino, 7% multiracial, 71% White; 13% Ever English Learners; 8 languages spoken; 63% Free/reduced price lunch; 25% students with disabilities.

SCHOOL DEMOGRAPHICS

- JOHN WETTEN ES, GLADSTONE SD
- RIVERSIDE ES, NORTH CLACKAMAS SD
- OAK GROVE ES, NORTH CLACKAMAS SD



TASK FORCE VALUES

CONCORD PROPERTY TASK FORCE VALUE STATEMENTS WERE ESTABLISHED EARLY IN THE PROCESS BY THE TASK FORCE TO OUTLINE WHAT IS IMPORTANT TO THEIR COMMUNITY.

Task force members were asked to identify what they and their community valued most as a guide to the creation of a new library, community center and park on the Concord Property. These values, which were confirmed and approved in subsequent meetings, became the basis for establishing the evaluation criteria against which the design alternatives were tested.

CONCORD PROPERTY TASK FORCE VALUE STATEMENTS & IDENTIFIED COMMUNITY NEEDS

We Value

- Conscientious stewardship of funding;
- Creating a site that can serve multiple functions and accommodate community needs, both indoors and outdoors;
- Understanding and preserving the many histories, including the remaining historic features, that existing in this community and the Concord Property;
- Providing a welcoming and inclusive community heart that serves people and promotes a sense of shared community identity;
- Providing inclusive, diverse, and culturally-informed accessibility and access to services that accommodates all people regardless of age, race, gender, socioeconomic status, and mobility;
- Identifying and capitalizing on opportunities that will serve generations to come;
- Outcomes that are a result of responsible community involvement;
- Stewardship of parks, natural and green spaces; and
- Incorporating sustainable practices in the design, construction and operation of outcomes, and a holistic view of community impacts.

We, as a community, need

- A place for gathering and learning;
- Library;
- Recreation;
- Economic development;
- Opportunities for community art; and
- Park, natural and green spaces.

THIS PAGE INTENTIONALLY LEFT BLANK.

RECOMMENDED MASTER PLAN



THIS PAGE INTENTIONALLY LEFT BLANK.

CONCORD PROPERTY

RECOMMENDED MASTER PLAN

SITE ANALYSIS

SITUATED ON A 5.94-ACRE PARCEL OF LAND, THE CONCORD PROPERTY SITS PROMINENTLY AT THE JUNCTURE BETWEEN THE HIGHLY COMMERCIAL AREA FRONTING SE MCLOUGHLIN BOULEVARD AND A RESIDENTIAL NEIGHBORHOOD.

It is located in the heart of the Oak Grove community and adjacent to the Jennings Lodge community in unincorporated Clackamas County between the cities of Gladstone and Milwaukie.

The NCPRD-owned site is located in the southwest part of NCPRD in an area that has been identified as needing more parks and community services. It is also in the center of the Oak Lodge Library service area. This project provides an opportunity for a new park to have a direct relationship with the new community center and library, which will support creating a community heart in the Oak Grove/Jennings Lodge area. The expressed community goals for this site include the creation of a park with natural features and play area, flexible open space for recreation and events, and a plaza to serve the neighborhood and broader community.

NATURAL FEATURES

Trees, lawn, and the slope of the topography are the primary natural features on the site.

Landscape embankments, stairs, and retaining walls were created to accommodate a 30-foot change of elevation within the site changes:

- Bermed areas exist around the recreation field and between the building and parking lot.
- Retaining walls occur along the eastern edge of the site.
- Slopes and changes in elevation create an opportunity for seasonal water runoff features that can be used to design innovative and sustainable site features.

Trees of different species, maturity, and health are scattered throughout the open space:

- Smaller canopied trees around the building are generally in poor health and have not been properly maintained over the years.

- A group of large-stature trees, including Oregon White Oaks, straddle the west property line. As future plans are developed, careful consideration should be made to saving these trees.
- Trees along the perimeter of the open space adjacent to the neighboring home should be evaluated during the development of the design.

Lawn provides an active use area with two fenced softball fields, a soccer field overlay that is heavily used for recreation, and community events.

VIEWS

Due to the significant grade change within the Concord Property which continues further westward beyond the property boundaries, the former school building holds a presence on the site and views to the west. From SE McLoughlin Boulevard, the property is fully visible, and it has a dominating position when looking to the northeast from the major intersection at Concord. The ability to maintain a view of the historic Concord building was expressed as a priority by the community. The proposed design respects this priority, and provides the potential to enhance the building as a significant architectural amenity in the community.



SITE CONTEXT



LANDSCAPE



VIEWS



ZONING

DEVELOPMENT / ZONING

The Concord site is split-zoned with the majority being Open Space Management (OSM). The remainder of the site is zoned Single Family Residential (R7 and R8.5). The Clackamas County Zoning and Development Ordinance (ZDO) allows park uses outright within the OSM zone; however community center and library uses both require approval through Conditional Use review in both OSM and residential zones. The ZDO does not currently allow office use within the OSM zone. Discussions with county planning staff are underway to determine the best land use path forward for the project.

TRANSPORTATION AND SITE ACCESS

Multimodal access is a site attribute. The site is served well by vehicular access on the three sides:

- SE Concord Road is the primary access to the site, with minor access on SE Spaulding Avenue to the east and SE Olive Avenue to the north.
- SE Concord Road provides nearby pedestrian and vehicular access to SE McLoughlin Boulevard, a principal arterial to the west, and SE Oatfield Road to the east.
- SE Concord Road has pedestrian and bicycle routes.
- SE Oatfield Road and SE McLoughlin Boulevard has bus access.
- Concord Property is 1.7 miles from the SE Park Avenue MAX station.
- SE Concord Road drop-off area that was previously used for school bus transportation is planned to remain for convenience.

The topography creates accessibility challenges to the building entrance and within the site itself, therefore an on-grade universally-accessed main entrance is proposed.

Primary vehicular access to visitor parking and internal drop off areas are proposed from SE Concord Road:

- Access will need to have adequate site distance by maintaining clear areas along the site frontage.
- Site access should function adequately with the addition of a center left turn lane on SE Concord Road.
- 150 feet of vehicle stacking should be provided for vehicles queued to leave the site, with a minimum of 50 feet to allow vehicles to pull in and transition from street to parking area.
- Minor staff access / loading is also proposed from SE Concord Road, with additional staff parking accessed from SE Spaulding Avenue.

EMERGENCY / FIRELANE ACCESS

Fire and emergency access will need to be accommodated, allowing for fire truck access 150 feet from all first floor, exterior sides of the building. The proposed access from both SE Concord Road and SE Spaulding Avenue is expected to allow such access without the need for a separate internal drive. Fire-truck turnarounds can be accommodated from both SE Spaulding Avenue and SE Concord Road.

PARKING REQUIREMENTS

The Clackamas County ZDO provides parking requirements for all proposed uses except the library. A review of these requirements and a survey of similar regional facilities and national standards showed that a minimum range between 2.4 - 3.2 stalls per 1,000 gross square feet of building may be sufficient. This approach is currently represented in the design. This parking supply could be supplemented through shared parking agreements with neighboring tenants to meet the needs of special events and provide greater flexibility in program scheduling. Significant public discussion centered on the parking requirement and how to find a balance of program and parking to preserve open space yet serve visitor needs. Discussions with county planning staff are underway to finalize the amount of required parking.

Traffic and parking survey counts at similar regional facilities are still needed to refine the estimated vehicular trips and parking demand, as well as a traffic impact analysis (TIA) as required by Clackamas County to meet Conditional Use or other requirements. Global Transportation Engineering's Summary Memo can be found in the appendix of this report.

SITE UTILITIES

The Concord Property is connected to all underground utilities. Water, storm, and sanitary service are all provided through the Oak Lodge Water Services District. Existing mains for water, storm, and sanitary are located within the vacated rights-of-way of SE Spaulding Avenue and SE Olive Avenue as well as in SE Concord Road.

Required onsite stormwater management should be designed to infiltrate to the maximum extent feasible. The anticipated area required for stormwater facilities will be equal to 6 - 10% of the impervious area (typically, roofs and asphalt surface parking areas) and is currently proposed in areas around the building, within the parking area and along the southwestern side of the property where the grade is lowest.



CLIMATE

SOILS

A geotechnical investigation and report has been completed by GRI Engineers. See appendix for full report. Preliminary investigation based on published documentation followed by in-depth and on-site investigations indicate the site contains varying thicknesses of local fill soils, primarily consisting of silt, clay, sand and gravel over alluvial deposits above the Columbia River Basalt Formation. The site is classified as Site Class D due to stiff-based soil with recommended foundation design based upon an allowable bearing capacity of 3,000 pounds per square foot.

United States Geological Survey (USGS) mapping indicates the presence of the Oatfield Fault along the southwestern portion of the site. USGS and further geotechnical investigation findings do not consider the Oatfield Fault to be an active contributing source in their Probabilistic Seismic Hazard Analysis, with low risk of fault rupture at the site; however the report recommends avoiding placing structures within 50 feet of the existing fault line. GRI's analysis defines a seismically-induced settlement potential of up to 1-2 inches, with a low risk of earthquake-induced slope instability and/or lateral spreading. GRI's Geotechnical Investigation and Site-Specific Seismic-Hazard Evaluation report can be found in the appendix.

CLIMATE

Due to the southwest orientation of the site, solar access is optimal for the consideration of sustainable strategies such as photovoltaic solar panels. Natural ventilation strategies are aided by summer winds from the northeast and winter winds from the southwest.

OPPORTUNITIES / CONSTRAINTS

SITE ANALYSIS REVEALED THAT THE OPPORTUNITIES PRESENTED BY THE CONCORD SITE GENERALLY OUTWEIGH KNOWN AND ANTICIPATED CONSTRAINTS.

CONTEXT (ZONING, PUBLIC AMENITIES, ECONOMIC DRIVERS)	
<p>Opportunities</p> <ul style="list-style-type: none"> The proposed use of the site is appropriate in this area between commercial and residential land uses. There are many nearby commercial amenities (coffee shops, grocery, gas station, sporting goods, etc.). Increased visits to the site may have a positive economic impact on nearby businesses. Locating NCPRD offices on this site provides with them with a prominent public presence and convenient access to District residents and facilities. 	<p>Constraints</p> <ul style="list-style-type: none"> Office use is currently not allowed within the site zoning designations and may require rezoning or another land use process.
SITE CIRCULATION / TRAFFIC (TRANSIT, BIKE, CAR, PEDESTRIAN)	
<p>Opportunities</p> <ul style="list-style-type: none"> There is good public access (proximity to SE McLoughlin Boulevard and SE Oatfield Road). The site is located adjacent to a bike route. Convenient bus routes are located nearby on SE McLoughlin Boulevard and SE Oatfield Road. There is public street access on three sides of the site. The site has good "front door" access from the west parking lot (ADA / universal accessibility issues will be addressed). Neighbors are able to walk to the site. 	<p>Constraints</p> <ul style="list-style-type: none"> Main entry is not accessible. Development will likely require traffic impact and parking studies. Location may result in a higher incidence of unwelcome behavior. Service access from SE Spaulding Avenue is challenging due to grade changes. Nearby local streets are not pedestrian-friendly (curb-tight sidewalks or no sidewalks). Parking requirements may limit available park space.
CLIMATE	
<p>Opportunities</p> <ul style="list-style-type: none"> The site has good solar access, providing opportunities for renewable energy. 	<p>Constraints</p> <ul style="list-style-type: none"> Wind exposure on the site is relatively high due to position of the building on the site and the grade of the site.

SITE HISTORY (SITE USE, BUILDING USE, BUILDING STRUCTURE)	
<p>Opportunities</p> <ul style="list-style-type: none"> Public use protects the Concord building from demolition and creates a cultural heart for the community. Art can represent and culture and history. Adaptive reuse of Concord building may be less expensive than new construction. 	<p>Constraints</p> <ul style="list-style-type: none"> Historic requirements will require mitigation. Additional measures are required to ensure the building and site conform to current seismic and accessibility codes. Hazardous building materials will require abatement. Underground storage tanks (UST) will require mitigation. Utilizing existing space could result in less efficient building layout than new construction.
SITE CHARACTER / FEATURES (VIEWS, VEGETATION, GRADE)	
<p>Opportunities</p> <ul style="list-style-type: none"> The site allows for prominent views of existing building. The large site provides the opportunity for a significant park. 	<p>Constraints</p> <ul style="list-style-type: none"> Site grading and elevated upper level entry create accessibility challenges. Development costs may be expensive due to the need to grade the site to accommodate uses. Storm runoff from neighboring sites needs to be accommodated. Structures need to be located 50 feet away from the Oatfield Fault.
	



KEY CONSIDERATIONS

The primary goal of the project team was to provide the task force, public, and staff with design solutions for the Concord Property which would allow them to

- Assess whether it was feasible to locate the Oak Lodge Library on the Concord Property;
- Test the viability of shared resources between the library, the community center, and NCPRD administrative offices for cost, design and construction efficiencies;
- Define the level of historic preservation of the Concord building and grounds;
- Address seismic safety and recommended upgrades of the existing Concord structure; and
- Evaluate alternatives in order to make an informed recommendation to the BCC of a preferred design alternative.

CONCORD LOCATION FOR THE OAK LODGE LIBRARY

The Master Plan scope of work defined that, at a minimum, the three scenarios be explored:

1. Free-standing library
2. Library as an addition to the Concord building
3. Library accommodated within the existing building footprint through renovation (but no expansion)

SHARED EFFICIENCIES

Concept options to address both library and recreation needs were reviewed to explore what building elements could be shared between the library and NCPRD to gain efficiencies in design, capital construction and operations, and to examine how the community would benefit by having the library and community center near each other. This latter issue was a key consideration in evaluating cost, staffing and resource efficiencies.

HISTORIC CONSIDERATIONS

The Concord Property carries with it a long history for the Oak Grove/Jennings Lodge residents as well as the wider community. Purchase of the property by NCPRD was an important step toward preserving Concord property and aligns with substantial community feedback to protect and preserve it. Community ties to this treasured place run deep and elicit a strong and passionate desire for its continued use and preservation.

Following the closure of Concord Elementary School, a group of local residents rallied to form the Concord Partnership non-profit organization to advocate for saving the building and repurposing it for community use. The Concord Partnership’s effort was supported by Restore Oregon, which added the building to their Oregon’s Most Endangered Places list in 2015 to bring wider attention to the preservation effort.

The Concord School is a publicly owned building that is eligible for the National Historic Register. Therefore, proposed changes to the property will be reviewed by the State Historic Preservation Office (SHPO). Based upon the Concord School Historic Assessment (see appendix) prepared by Architectural Resources Group (ARG) during the planning process, SHPO’s review of the redevelopment is expected to be focused on the building’s anticipated character-defining features:

- Main entry
- Exterior addition(s)
- Window replacement
- Gymnasium / auditorium
- Treatment of other interior spaces

Through public feedback and task force discussions, the importance of preserving the building and some interior elements was emphasized. This resulted in

- A new, grade-level, accessible entry that respects the traditional central staircase;
- Preserving the existing gymnasium and stage for recreation and performances;
- Building additions that are complementary to the existing building; and
- Incorporating Concord history and art in the design.

SEISMIC CONSIDERATIONS

The Concord building was originally constructed of light-wood framing supported by interior bearing walls and exterior two-layer masonry (brick) bearing walls. At the time of original construction, the exterior brick walls were not reinforced to protect from collapse during a seismic event. In 2001, some seismic strengthening was added around all entrance/exit egress pathways and along the entire eastern gymnasium wall to reduce collapse and falling hazards to allow for safer exiting of the building during a seismic event.

A technical analysis of the building was done to review the work completed in 2001, identify deficiencies, and propose supplemental structure options to enhance the structural performance of the building. Major redevelopment of the building as proposed will require that any new work meets current minimum seismic code, and any portion of the work that affects the current structural system of the existing building must be brought up to the same minimum seismic code level. Techniques will include supplemental plywood sheathing, metal framing to support the brick and possibly the application of shotcrete to the inside of exterior walls.

Seismic safety of the building was a major point of discussion by the task force throughout much of the planning process. A baseline scenario of the existing building was established prior to the development of options, with high-to-low options for cost evaluation. Feasible seismic upgrade scenarios ranged from the minimum code-required life-safety level up to an enhanced life-safety level upgrade to prevent significant damage to the building. Additional meetings to address public / task force concerns about seismic safety and soil conditions were held to inform and discuss possible risk scenarios.

The community has expressed the desire to have an emergency gathering point at the Concord site, and that will continue to be analyzed for viability in the next phase of work.

EVALUATION / RECOMMENDATION

The evaluation of concept alternatives based upon an agreed set of criteria allowed the task force and public participants to understand the opportunities and challenges of each potential design solution. Characteristics explored included

- Library and recreation identities;
- Program layout - efficiencies and challenges;
- Historic impact;
- Open space impact;
- Parking / access impact,
- Operational impact; and
- Cost impact.

This provided the task force (and public, through survey feedback) the opportunity to conduct an informed evaluation of choices to reach a preferred design alternative to recommend to the BCC.

CONCORD SCHOOL, 1890; IMAGE CREDIT: OAK LODGE HISTORY DETECTIVES



NEEDS ASSESSMENT / PROGRAM SUMMARY

The design team utilized a range of input to inform initial program development from a variety of sources:

- Stakeholder focus groups
- NCPRD teen group
- Oak Grove Elementary School (for Spanish speakers)
- Good Roots Community Church
- In-person open house
- Online public survey
- Concord Task Force

A task force field trip to Firstenberg Community Center and Cascade Park Library in Vancouver, Washington (designed by Opsi and Johnston Architects) provided valuable context for subsequent programming discussions. The Concord Property, which holds fond memories for many residents, continues to serve the community. Children and adults continue to use the gym for recreation, events and performances, and classroom spaces are used for occasional meetings. Outdoor play fields serve recreation league soccer and softball and provide space for NCPRD’s Movies in the Park during the summer months. The playground and basketball shed continue in use, and the property as a whole is enjoyed by dog walkers and people getting general exercise.

Clearly evident in many program discussions and public feedback was a strong desire for the Concord Property to be a community gathering place within the Oak Grove / Jennings Lodge area – a space for social interaction to strengthen the mind and body, make learning accessible to people of all ethnicities, ages, abilities and income levels, and a place that connects to nature.

SHARED OPPORTUNITIES

Placing a library, community center and park on the site created the need to balance all three needs. This meant it was a necessity to find opportunities for share spaces to provide efficiencies.

Both the Concord Task Force and staff noted the many competing programmatic elements that could be on the site – more than space would allow to function successfully. Public feedback highlighted the importance of providing indoor and

FIRSTENBURG / CASCADE PARK LIBRARY TASK FORCE TOUR



outdoor programs that support one another, meet the highest community needs, and are right-sized for success.

The community-driven nature of all three program components create abundant opportunities for shared space. Consideration of shared amenities was discussed at length with stakeholders and prioritized to share costs and resources. Collectively, the task force and public identified many possible shared spaces:

- Public meetings
- Arts & crafts space
- Entry, lobby, and circulation
- Lounge areas
- Restrooms
- Parking
- Outdoor events

LIBRARY PROGRAM PRIORITIES

Staff and community input identified distinct characteristics of the Oak Lodge Library collection. Existing collections were extrapolated using average densities of materials per square foot and materials per patron to arrive at target collection sizes. These were translated into areas per collection and tuned to match the target library size to align with the size dedicated for the Oak Lodge Library. Then, within the constraints of community preferences, the group was able to identify collection, seating and support/workroom spaces consistent with other library programs around the Northwest. In addition, the task force and public input identified a desire for a variety of spaces:

- Two small and medium-sized study spaces
- One medium-sized meeting room
- One large meeting room for programs and summer lunches
- Space for “Library of Things” / Tool Library
- Indoor / outdoor programs
- Space for library events such as readings and book signings
- Friends of the Oak Lodge Public Library display, sales and work area
- Library storage
- Indoor/outdoor connection for library programming
- Seed library

INDOOR RECREATION PROGRAM PRIORITIES

The Concord Property is valued by the Oak Grove / Jennings Lodge community, and it is a top priority for NCPRD to serve the recreation needs of the community. Retaining the gymnasium as a community resource was identified as priority along with the opportunity to provide a large, state-of-the-art indoor gymnasium for year-round recreation, particularly because it does not currently exist within NCPRD’s assets. Program space needs were identified by NCPRD early in the programming process:

- Medium and small group exercise studios
- Retain existing gym
- Community room
- Open space
- District offices and board room
- Storage areas to support recreation / event needs





An additional high-value recreation space identified through community input include consideration of a two-court gym, with a viewing area and locker rooms.

COMMUNITY PROGRAM PRIORITIES

Public input and feedback consistently identified the importance of the Concord site as a holistic community benefit. Spaces, which support community activities and social needs ranked high amongst the community:

- Multi-use / classroom training space for jobs, GED, language, and citizenship classes
- Informal community gathering and lounge spaces
- After-school programs
- Kitchen space for community use, cooking classes, and catering
- Arts and crafts and/or maker spaces
- Space for art display
- Indoor and outdoor community performance space
- Space to recognize Oak Grove / Jennings Lodge history
- Flexible spaces for tutoring, social service providers, and community needs
- Community shelter space for use during emergencies
- Teen space
- Coffee cart

PARK / OUTDOOR RECREATION PROGRAM PRIORITIES

Community stakeholders and NCPRD expressed a desire for balance between active and passive park area uses:

- Flexible open space for active-use events and youth soccer
- Walking trails / exercise loops
- Shade and tree canopy areas
- Natural habitat plantings
- Covered picnic area
- Universal-access playground
- Interactive water feature
- Formal and informal seating areas
- Amphitheater with seating
- Space for porta-potties and utility hookups
- Parking and loading areas

RECOMMENDED PROGRAM ELEMENTS

The preferred design alternative (total building area: 67,100 square feet) recommends program elements which best represent both public and staff priorities:

Library Spaces

- Service point / check out area
- General study area
- Children's area
- Teen area
- General collection
- General lounge / living room
- Periodicals
- History area
- Friends of Oak Lodge Public Library display / sale area
- Book drop
- Public computers and/or use of laptops in general lounge areas
- Public printer and scanner area
- Staff workroom
- Book processing area
- Seed library

Community Spaces

- Large meeting room
- Flexible use meeting room
- Multi-use space for arts & crafts
- Large divisible community meeting room
- Community kitchen
- Multi-use classroom
- Teen area

Activity Spaces

- Reception desk
- New large gymnasium

- Existing gymnasium and stage
- Flexible medium-size active use area
- Flexible large-sized active use area

District Administration Offices

- Reception
- Three private offices
- 16 open office stations
- Conference room
- Wellness room
- Staff lounge

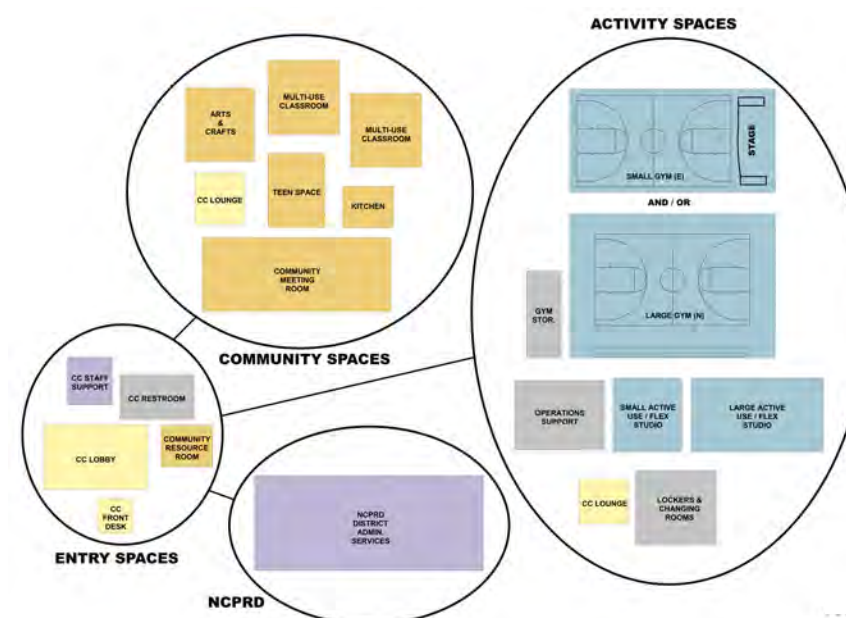
Building Support

- Entry vestibule, lobby and lounge areas
- Locker rooms
- Restrooms
- Storage

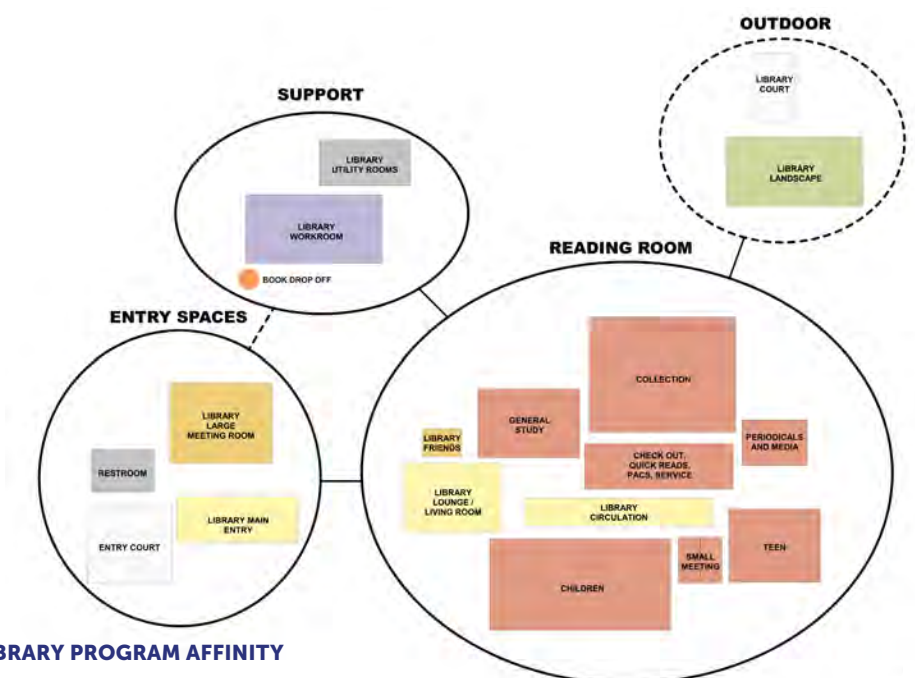
Park / Outdoor Recreation / Parking

- Play area
- Interactive water feature
- Picnic shelter
- Plaza
- Amphitheater with seating
- Open lawn for active space
- Grove of trees
- Loop trail
- Drop off, visitor and staff parking spaces

A complete list of the recommended space components and associated square footages are listed in the Concord building program within the appendix.



RECREATION PROGRAM AFFINITY



LIBRARY PROGRAM AFFINITY

PREFERRED DESIGN ALTERNATIVE

The preferred design alternative is based on sharing uses between the Oak Lodge Library and NCPRD; meeting the programs of the library, community center, park, and NCPRD offices, and accommodating needs for vehicle parking and storm water management.

The design creates the largest park possible while also accommodating other needs. To achieve indoor programming needs, two additions are proposed – one for a two-court gymnasium and one for a large, adaptable library reading room.

SITE LAYOUT

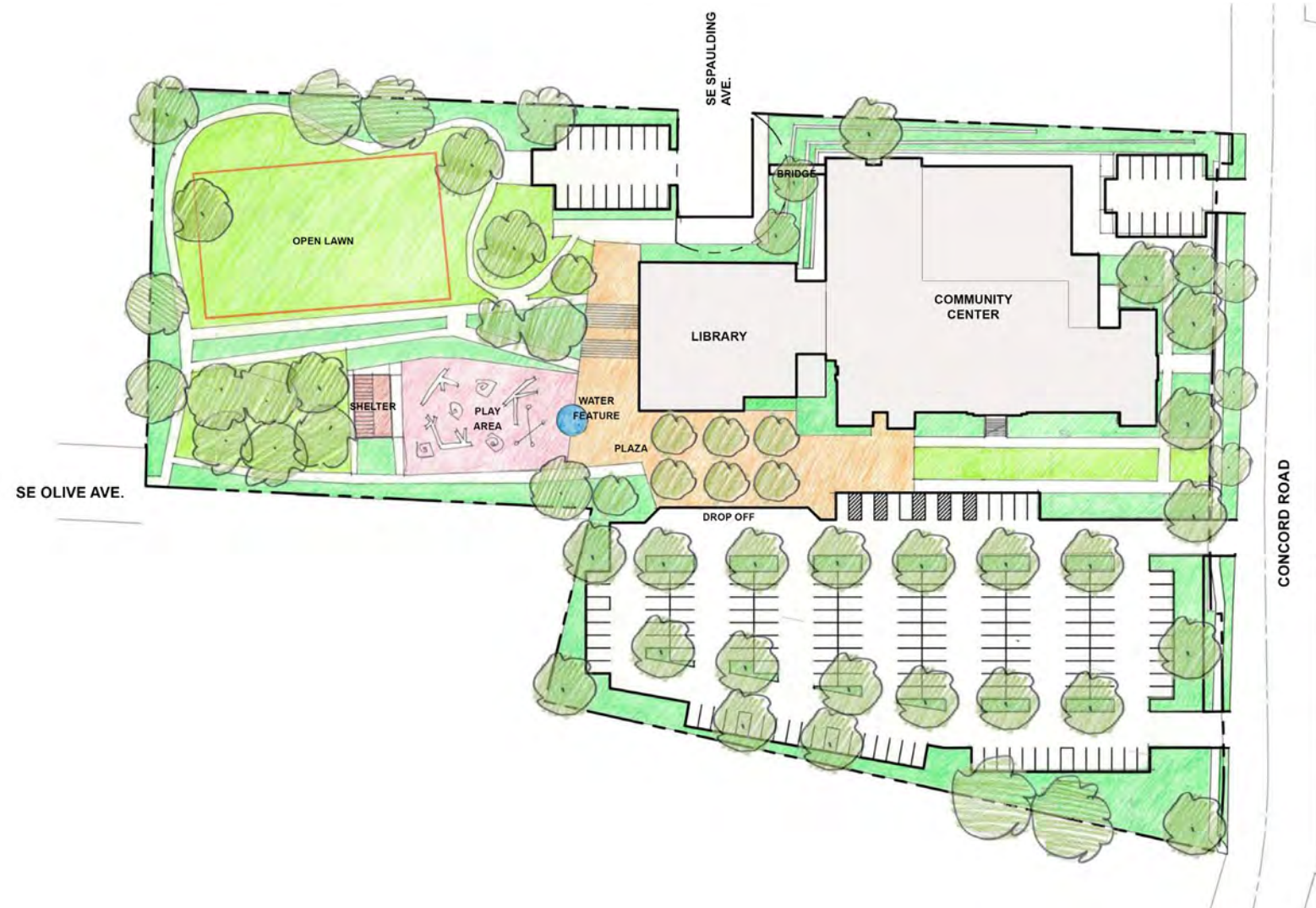
Open space in the site layout is an important amenity to provide for community spaces and unify the various site elements:

- A central plaza features a new shared entrance to the library, community center, and offices. It also creates a flexible space for outdoor events and a gateway to the two-acre park which is located on north east side of the site.
- The largest portion of the park is a multi-use space that can be used for events such as Movies in the Park and concerts as well as recreation youth soccer and casual play.
- The park includes a walking trail that wraps around the open space, universal play area near the plaza and picnic shelter, and a bosc of trees.
- Large trees and native planting will encircle the park to provide shade and habitat for small animals and birds.

The additions to the Concord Property were carefully considered:

- The volume of the two-court gymnasium addition will be positioned at the rear of the existing building in an underutilized location where it will have the least impact on the building.
- The library addition will be located north of the 1948 wing of the building where it will maximize use of the existing ground level with taller ceiling heights to serve library functions, and allow for a shared lobby for the library,

AERIAL VIEW LOOKING SW



SITE PLAN

community center and NCPRD administrative offices. The library addition will also provide a prominent library identity and presence when viewed from SE Concord Road.

The library and community center will share an entrance:

- A new shared main entrance will be created at the ground level at the juncture between the original 1936 building and the 1948 addition. This new entry will provide universal accessibility from the arrival plaza with direct proximity to the vehicle drop-off and ADA parking. The existing monumental staircase will be preserved but de-emphasized and utilized for access to the existing gym for cultural and recreational events. Signage will help reinforce the fact that the monumental stair is not a regular entry except for special occasions.

Public parking is consolidated for efficiency and staff and service has separate parking areas:

- The main parking area is accessed from SE Concord Road and close by the library and community center entry for easy access and drop-offs.
- A staff parking area with service access will be situated in the southeast corner of the site next to the gymnasium addition.
- A second service and staff parking area with a fire truck turn-around will be

located at the terminus of SE Spaulding Avenue east of the library addition.

- The service entry at SE Spaulding Avenue will include an elevated walkway to provide direct access to the kitchen, thereby serving the catering and load-in needs of the large community room on the upper floor of the community center.

BUILDING LAYOUT

Main Entrance

The Concord building will be a blended community center and library that maximizes the possibilities of co-location and the shared-use potential of the lobby, lounge, restrooms, and meeting spaces:

- The new ground level entry vestibule with extended canopy will create a welcoming entrance with an adjacent exterior book-drop.
- Upon entry, patrons will enter into a lounge and lobby space that connects the library, community center and NCPRD administrative offices.
- The existing stairwell and new elevator will provide clear wayfinding and convenient access to the upper level.



GROUND FLOOR PLAN



SECOND FLOOR PLAN

Ground Level

The NCPRD administrative offices will be contained in the original west-facing wing with the reception / welcome desk positioned to optimize visual supervision of the main entry with sightlines to the hallway that leads to the restrooms, locker rooms and the two-court gymnasium addition. One shared meeting room will be accessible from both the NCPRD offices and the lobby and another meeting room will be prominently located directly across from the offices in the northwest corner next to the stairwell. Less acoustically sensitive spaces such as restrooms, locker rooms, storage, and mechanical and electrical rooms will be positioned under the existing gym directly across the hallway from the NCPRD offices. This hallway will be secured from the main lobby and accessed primarily by NCPRD staff.

The library will combine the northern portion of the 1948 wing with the reading room addition:

- The existing north wing will be primarily occupied by the library with a secure library entrance, staff workroom, lounge with Friends of the Oak Lodge Public Library sale area, large meeting room, dedicated library storage, and mechanical room with separate mechanical units serving the library and community center.
- The primary service point, visible through an opening with large sliding doors, will have direct access to the workroom and offer unobstructed sightlines to the lobby and restrooms as well as visual monitoring of the library reading room and collection areas.
- Beyond the service point, the primary reading room will occupy the center and western portion of the addition.

- The teen area will be opposite the service point with popular materials and small conference rooms occupying the eastern portion of the addition along with the children's area tucked under a lower soffit area with clerestory above.

Upper Level

The upper level will be accessed directly from the lobby below via the existing stairwell and new elevator. There will be a two-story opening that visually connects the lower and upper lobbies. The community room with lounge area will be in the 1948 wing with a slightly elevated floor level accessed from stairs and the elevator that incorporates a mid-level stop. The divisible community room will have a catering kitchen, storage, restrooms, and support spaces nearby.

Recreation spaces will be contained within the original 1936 building, monitored by a reception and staff office area located adjacent to the two-story opening:

- The reception area will provide unobstructed sightlines to the stairwell, recreation spaces and the community room, and will also allow monitoring of the original main entry when it is open for community and recreation events.
- The existing gymnasium with stage will be retained and utilized for recreation activities and cultural and performance events. A lift will be incorporated to provide accessibility to the elevated stage platform.
- Teen space will be in the northwest corner of the building.
- Active studios will be located in the southern part of the existing building.
- Restrooms, mechanical, and gym storage spaces will be located at the southeast area of the building.

EXTERIOR CHARACTER

The two additions are planned and designed to be distinct yet compatible with the existing building. The existing 1936 and 1948 facades will be preserved with the massing of the additions below the roofline. The footprints of both additions will be setback from the existing west and south façades to emphasize the historic facades.

MAIN ENTRY





LIBRARY VIEW LOOKING SOUTH



LIBRARY VIEW LOOKING NW

To create an accessible entry with universal access, a new entry vestibule with extended canopy will be located at the juncture between the original 1936 building and 1948 addition.

- The simplicity of the entry canopy will balance the welcoming entrance while preserving the integrity of and not competing with the historic façade.
- This location will preserve the visual presence of the monumental staircase while providing direct access to the lower level by converting several windows into an accessible entrance.
- Locating the new entry north of the exterior staircase minimizes its impact as viewed from the southwest lawn and from SE Concord Road.

The two-court gymnasium addition includes a retaining wall to the east that will extend around the corner to the south as an exposed wall that is lower in height and deferential to the 1936 masonry walls. Upper clerestory windows will provide abundant daylighting for the gymnasium and reduce the scale of the gymnasium addition. A linear skylight, located between the existing and new gymnasium, will provide balanced daylighting for both the new addition and the existing multi-purpose gymnasium.

The volume of the library addition will include a one-story skylight between the existing building and the library:

- West of the skylight area will be a secure, west-facing library courtyard.
- The high volume reading room will nestle into the topography facing east, with meeting rooms and support spaces backed up to the retaining wall with clerestory windows above.

- Along the north exterior wall will be a stairway that connects the upper park to the plaza and fountain at the same elevation as the building entry.
- The west side of the building will open to the plaza with trees, landscaping, and seating areas.
- The vertical and varied modulation of brick on the existing building will inform the architectural character of the new addition.

SUSTAINABILITY / RESILIENCY

The site and building will integrate sustainability strategies into the design with the potential for LEED certification (a widely used green building rating system), with the level of certification to be determined:

- The site will include stormwater management and low maintenance strategies for the building, parking lot and landscaping with areas of native plantings.
- The structure for the library and gym additions are envisioned to be a steel frame with glulam joists and cross-laminated timber (CLT) or dowel-laminated timber (DLT) roof panels with integrated acoustical treatment.
- The roofs of the additions offer an ideal location and orientation for solar photovoltaic arrays.
- The possibility of installing highly energy efficient and comfortable radiant heating slabs for the library and gym will be explored during the subsequent design phases.
- Large trees and native planting will provide shade to mitigate greenhouse gasses and provide habitat for small animals and birds.

Resiliency, an important consideration for health and emergencies, will be reflected with automated entry doors and restroom fixtures, sanitation stations, materials and finishes, natural ventilation, and mechanical fresh air filtration systems. The large free-span gymnasium with adjacent restrooms and locker rooms has the potential to serve as an emergency shelter with the property serving as an emergency gathering area.

LARGE GYMNASIUM VIEW



PROJECT COSTS & FUNDING

THE TOTAL PROJECT COST FOR THE CONCORD PROPERTY REDEVELOPMENT INCLUSIVE OF THE COMMUNITY CENTER AND OAK LODGE LIBRARY RENOVATION/ADDITION, PARK, PARKING, AND ASSOCIATED SITE DEVELOPMENT IS ESTIMATED AT \$35.8 MILLION, ESCALATED TO SPRING 2022 CONSTRUCTION START – \$12.1 MILLION FOR THE OAK LODGE LIBRARY AND \$23.7 MILLION FOR THE COMMUNITY CENTER.

Total project cost includes site development, direct building costs, indirect construction costs (expenses not directly related to labor and building materials), and owner’s contingency. Since Oak Lodge and Gladstone Libraries share funding, cost for the Gladstone Library is also included in this report.

TOTAL PROJECT COST	GLADSTONE LIBRARY	OAK LODGE LIBRARY	NCPRD
TOTAL CONSTRUCTION	\$ 3,511,000	\$ 8,630,000	\$ 16,900,000
ESCALATION @ 5% PER YEAR	\$ 270,000	\$ 670,000	\$ 1,300,000
TOTAL CONSTRUCTION	\$ 3,781,000	\$ 9,300,000	\$ 18,200,000
INDIRECT COSTS @ 30%	\$ 1,134,300	\$ 2,800,000	\$ 5,500,000
TOTAL PROJECT	\$ 4.9 million	\$ 12.1 million	\$ 23.7 million

Direct construction costs were developed by Architectural Cost Consultants using cost-per-square-foot allowances for program elements combined with quantity take-offs from the site-specific conceptual design.

- Unit costs assigned to specific program elements are based on a high quality, durable materials, integration of sustainable strategies, and specialized finishes appropriate to the public atmosphere associated with a community library.
- Site costs are based on the comprehensive site development plan that includes allowances for new sidewalks, utilities, paving and landscape.
- Total project cost includes indirect costs (also called soft costs) at 30% of the construction cost, including fixtures, furnishings (including furniture, shelving, etc.) and equipment (FF&E), artwork, design and engineering fees, project contingencies, construction management, building permit fees, system development charges, testing and inspections. Indirect costs will be confirmed in the next phase of work.

FUNDING SOURCES

Development of the Concord Property will rely on a combination of separate NCPRD and Library funding sources, with Library funding shared between the Oak Lodge and Gladstone Libraries.

LIBRARY FUNDING SOURCES

The Gladstone Library and Oak Lodge Library funding sources are shared. The City of Gladstone is contributing \$200,000 per year of general fund revenue to support the Gladstone Library.

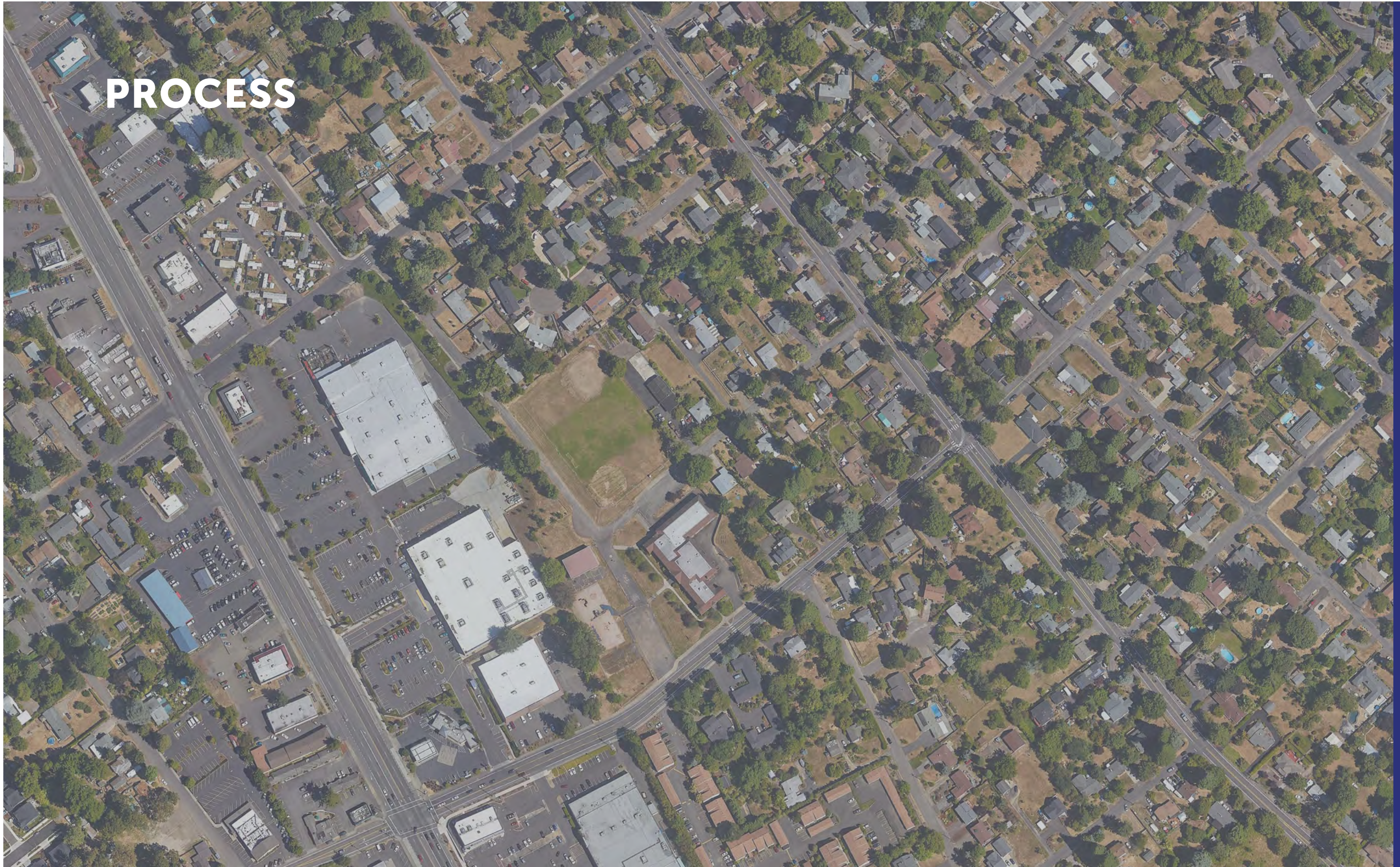
LIBRARY FUNDING SOURCES	
OAK LODGE LIBRARY RESERVES	\$ 2.9 million
CLACKAMAS COUNTY CAPITAL	\$ 1.0 million
OAK LODGE LIBRARY BEGINNING FUND BALANCE	\$ 0.6 million
LIBRARY REVENUE BOND, PAID BACK AT \$310,000 PER YEAR (NO VOTE REQUIRED)	\$ 4.2 million
TOTAL LIBRARY FUNDS	\$ 8.7 million
ANTICIPATED SHORTFALL – CLACKAMAS COUNTY BOND (NO VOTE REQUIRED)	\$ 8.3 million
ESTIMATED TOTAL LIBRARY FUNDS	\$ 17.0 million

NCPRD FUNDING SOURCES

Full funding for NCPRD’s portion of the project is still being explored. The project cost and funding will be aligned in the next phase of the work.

NCPRD FUNDING SOURCES	
METRO LOCAL SHARE (PARK)	\$ 1.0 million
GRANTS (PARK)	\$ 1.0 million
HOOD VIEW PROCEEDS	\$ 3.0 million
POTENTIAL PROPERTY PROCEEDS	\$ 2.0 - \$ 4.0 million
LIBRARY PROCEEDS	\$ 0.3 million
SDC’S	\$ 2.4 million
NCPRD RESERVES	\$ 1.8 million
REVENUE BOND, PAID BACK AT \$550K/YEAR (NO VOTE REQUIRED)	\$ 9.5 million
POTENTIAL SEISMIC GRANT (SHARED PROPORTIONALLY WITH LIBRARIES)	TBD
ESTIMATED TOTAL NCPRD FUNDS	\$ 21.0 - \$23.0 million

PROCESS



THIS PAGE INTENTIONALLY LEFT BLANK.

CONCORD PROPERTY PROCESS

COMMUNITY ENGAGEMENT

DIVERSE MEMBERS OF THE PUBLIC ENGAGED WITH THE PROCESS TO LEARN ABOUT THE PROJECT AND PROVIDE FEEDBACK AND IDEAS THAT HAVE INFORMED THE PROJECT NEEDS.

A variety of outreach tools – in person events, on-line surveys, and open house, in-person meetings, and printed, virtual and word-of-mouth advertising through task force members and interested participants were used to gather community input.

In general, in-person events and focus groups, whether targeted to under-represented community groups or the general public, were not feasible during this phase because of the COVID-19 pandemic. Instead, outreach techniques were modified to focus on online engagement and other physically-distanced activities as mandated by public health directives. An online open house for the Concord Property was held in July-August 2020, with 269 unique visitors and 210 comments. Due to concerns about access to internet and computers, printed flyers (in English and Spanish) were distributed to locations focused on the under-represented community groups who were involved during the previous phase, including five free food delivery locations. Respondents had the option to take the survey online or ask for a shortened, printed survey with a postage-paid envelope to reduce participation barriers.

NEEDS ASSESSMENT/PROGRAMMING, FALL 2019

Outreach efforts included a mix of in-person events, including an in-person open house with 350 attendees, an online and printed survey (in English and Spanish) with 434 participants. The project team held nine interviews, four meetings and one tabling event to reach out to under-represented groups, such as Spanish speakers, people with lower incomes, people without access to stable housing, teenagers, older adults, and parents of young children.

Key Themes

- Provide a variety of classes, activities, and events for all ages and people.
- Enhance opportunities to walk, bike, drive, and park, or take transit to the sites.
- Protect and enhance the natural habitat and wildlife.



CONCORD PUBLIC DESIGN WORKSHOP

- Preserve community history.
- Include low-income and under-represented people in meaningful ways.
- Make the library welcoming and accessible.
- Provide meeting rooms that can be used by the community.
- Provide safe spaces for children and teens.
- Create indoor and outdoor spaces for community events.
- Provide places to play and walk.
- Provide outdoor play area.

DESIGN WORKSHOP, FEBRUARY 2020

Task force members and the design team hosted a public design workshop for community members to express their preferences and priorities for the arrangement of program components on the site. A public design workshop was conducted at the Concord building utilizing a toolkit of the Concord site and paper cut-outs of the library, community center, NCPRD offices and park program elements. The participants formed small groups to create a site plan and floorplan for the project with the cut-outs. Each group then shared their program priorities, challenges, and solutions with all participants.

Based upon the feedback gathered from the design workshop, the design team proposed seven schemes which represented a wide variety of options for consideration by the task force. Three design alternatives were selected by the task force to represent a range of feasible options for the public to consider:

1. Freestanding library
2. East addition for library
3. East addition for recreation

DESIGN ALTERNATIVES, AUGUST 2020

An online open house to gather feedback was held in which participants were shown each of the three alternatives, asked to share the features that they preferred, and select the alternative that best fit the needs of the community. The online open house and survey was framed by a set of decision-making criteria, developed from the community values identified by the task force.

Survey respondents preferred Option 2 (library as a north addition to the Concord building), with Option 3 (library and the community center in the same building) as the second choice, and Option 1 (freestanding library) as the third choice.

Key Themes

- Provide a balance of functions between the library, community center, and park.
- Keep the parking lot efficient so that it does not impact other uses.
- Preserve and maximize green space.
- Keep the old gym.
- Preserve the historic building and views of the Concord building.



balance
 inclusive parks
 historic
 parking **cohesive**
 outdoor recreation
 community-oriented
 accessible green space

EVALUATION CRITERIA

IN ORDER TO EVALUATE PROPOSED CONCEPT ALTERNATIVES, THE PLANNING TEAM WORKED WITH THE TASK FORCES TO ESTABLISH INDEPENDENT EVALUATION CRITERIA BASED UPON THE VALUES WHICH HAD BEEN IDENTIFIED AT THE BEGINNING OF THE PROCESS.

These were utilized for staff, task force and public survey evaluations to rank each of the proposed design schemes as either high, medium or low.

CONCORD PROPERTY EVALUATION CRITERIA

- Provides a welcoming and inclusive community heart for generations to come**
 - Includes civic and community gathering spaces (meeting rooms, gym, plaza, etc.); will continue to be welcoming in the future
- Supports multiple functions and community needs**
 - Balances needs for library, gym and community center space; uses shared space appropriately for different uses
- Supports library activities**
 - Includes spaces and facilities to support a positive experience for library patrons; efficient layout for staff operations
- Supports community center/recreation activities**
 - Includes variety of spaces and facilities that support positive experiences for community members; efficient layout for staff operations
- Preserves the many histories of the community and the Concord property**
 - Respects and reflects the history of the current building and site, while meeting current and future community needs
- Provides diverse, inclusive and culturally-informed accessibility and access to services**
 - Allows for equitable access to all public facilities and programs by people with diverse physical and mental abilities, and various backgrounds and interests
- Provides stewardship of parks, natural and green spaces**
 - Offers a variety of outdoor recreation, play and nature opportunities; makes good use of available green spaces
- Reflects conscientious stewardship of funding**
 - Overall development cost; good value for the money; provides for cost-efficient operations
- Reflects outcomes that result from responsible community involvement**
 - In general, design concept takes into account input from the public and stakeholders

FOR FUTURE EVALUATION

- Incorporates sustainable practices, and a holistic view of community impacts in design, construction and operations**
 - Includes environmental and energy efficient techniques; indoor / outdoor connections

DESIGN ALTERNATIVES

DESIGN ALTERNATIVES WERE DEVELOPED BASED UPON THE MINIMUM PROGRAM REQUIREMENTS IDENTIFIED DURING THE NEEDS ASSESSMENT / PROGRAMMING PHASE OF WORK.

Various building orientations and configurations were explored resulting from investigating three library options:

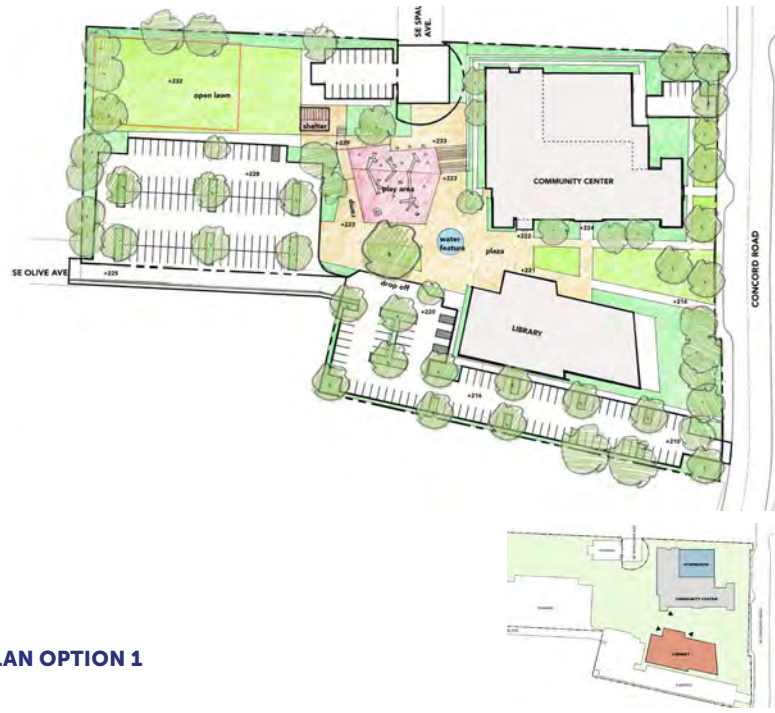
1. Freestanding building,
2. Addition, or
3. Located within the existing Concord building.

This resulted in the development of seven detailed options in order to evaluate the best configurations of program space on the site. Each design alternative

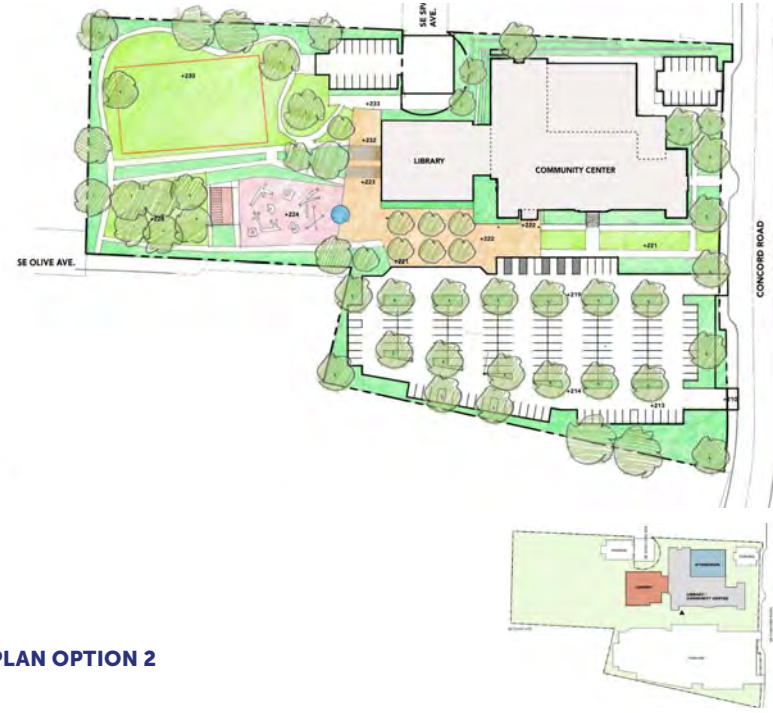
included floor plans, massing model views and perspective renderings to help task force members visualize the scale and impact of the facility.

Careful evaluation by the Concord Task Force utilizing the evaluation criteria previously established (green=high, yellow=medium, red=low) resulted in recommending that three options best represented feasible variations for further public input. *(Full presentation of design alternatives can be found in the appendix.)*

CONCORD EVALUATION CRITERIA	TASK FORCE SURVEY						
	Option 1A	Option 1B	Option 2	Option 3	Option 4	Option 5A	Option 5B
Provides a welcoming and inclusive community generations to come	High	High	High	Medium	Medium	Low	Low
Supports multiple functions and community needs	Medium	Medium	High	Medium	Medium	Low	Low
Supports library activities	High	High	High	High	Low	Low	Low
Supports community center / recreation activities	High	High	High	Medium	Medium	Low	Low
Preserves the many histories of the community and the Concord property	High	High	High	High	High	Medium	Medium
Provides diverse, inclusive and culturally-informed accessibility and access to services	Medium	High	High	High	High	Low	Medium
Provides stewardship of parks, natural and available open spaces	Low	Medium	High	High	High	High	High
Reflects conscientious stewardship of funding	Medium	Medium	High	Medium	Medium	Low	Medium
Incorporates sustainable practices, and a holistic view of community impacts in design, construction and operations	Medium	Medium	High	High	Medium	Medium	Medium
Reflects outcomes that result from responsible community involvement	Medium	High	High	Medium	Medium	Medium	Low
Incorporates opportunities for art and creative expression	High	High	High	Medium	Medium	Medium	Medium



SITE PLAN OPTION 1



SITE PLAN OPTION 2



SITE PLAN OPTION 3

RECOMMENDED DESIGN ALTERNATIVES

OPTION 1 - NORTHWEST FREESTANDING LIBRARY (Identified as Option 1B in 5/21 and 5/28 TF Presentations)

Features

- Total building area: 73,510 square feet
- Park: 0.8 acres
- Parking: 221 stalls
- Total project cost: \$32.04 million

Opportunities

- Distinct library and recreation identities
- Efficient library shape for capacity of materials
- Operationally-efficient library layout
- Preserves views of Concord building
- Provides new gym
- Gym addition clearly differentiated from Concord building
- Large community center

Challenges

- Separate facility entries
- Lack of shared uses
- Remote meeting room in Concord building
- Active-use space located above community rooms
- Compromises views of Concord building
- Dispersed parking layout with inconvenient access
- Requires SE Olive Avenue access
- Smaller park
- No loop trail
- Inadequate space for youth soccer field
- High construction cost

OPTION 2 - NORTH LIBRARY / EAST GYM ADDITION (Identified as Option 2 in 5/21 and 5/28 TF Presentations)

Features

- Total building area: 66,810 square feet
- Park: 1.8 acres
- Parking: 172 stalls
- Total project cost: \$23.9 million

Opportunities

- Distinct library and recreation identities
- Operationally efficient library layout
- Maximizes shared uses
- Provides single, shared entry
- Retains historic nature of front façade
- Library and gym additions clearly differentiated from Concord building
- Library connected to plaza and park open space
- Provides new gym
- Upper-level community rooms
- Medium-sized community center
- Moderate park open space
- Adequate space for youth soccer field
- Efficient and convenient parking layout that does not require SE Olive Avenue access

Challenges

- Library addition obscures a portion of the 1948 addition
- Library addition blocks view and limits access to the rear parking area
- Library interior is less spatially differentiated
- Addition occupies a portion of contiguous park space

OPTION 3 - EAST LIBRARY ADDITION (Identified as Option 3 in 5/21 and 5/28 TF Presentations)

Features

- Total building area: 58,210 square feet
- Park: 2.0 acres
- Parking: 198 stalls
- Total project cost: \$27.5 million

Opportunities

- Library identity on SE Concord Road
- Retains historic nature of front façade
- Library addition clearly differentiated from Concord building
- Operationally efficient library layout
- Library connected to intimate landscape environment
- Library interior is spatially differentiated
- Maximizes shared-use opportunities
- Single entry
- Large park open space
- Adequate space for youth soccer field
- Efficient and convenient parking layout that does not require SE Olive Avenue access

Challenges

- Long distance from primary service point to south end of library
- Need for greater acoustical attention between library and gym
- No distinct recreation identity
- No new gym
- Small-sized community center

KEY DECISIONS & RECOMMENDATIONS

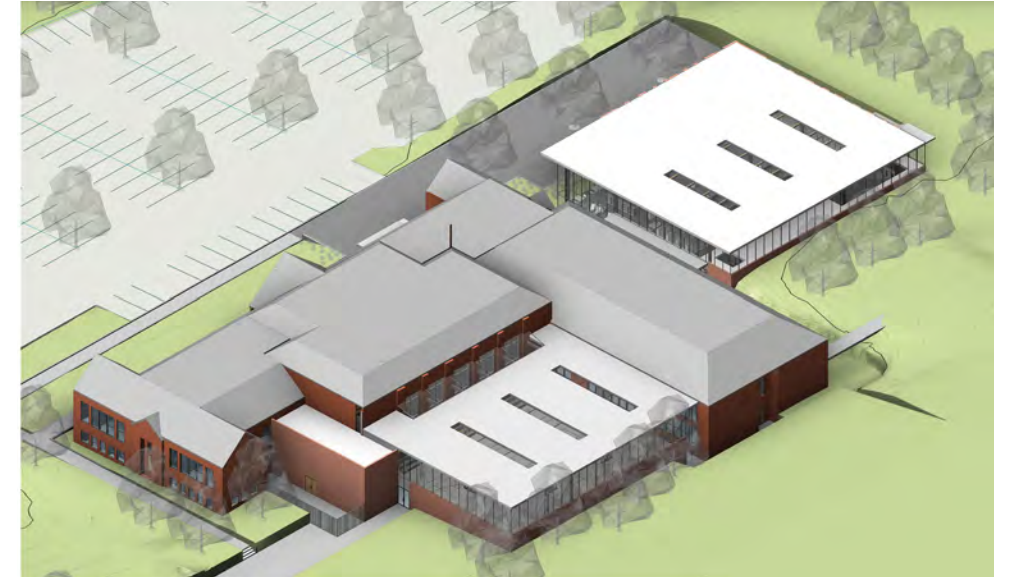
MILESTONES WERE ACHIEVED THROUGH SEVERAL KEY DECISION POINTS, BEGINNING WITH ESTABLISHING THE TASK FORCES AND APPROVAL OF THE OAK LODGE AND GLADSTONE COMMUNITY PROJECT TO PROCEED AS A JOINT PLANNING PROCESS BETWEEN THE DEVELOPMENT OF THE CONCORD PROPERTY / OAK LODGE LIBRARY AND GLADSTONE LIBRARY.

Key decisions during the planning process were made:

- Feb. 5, 2020: Concord Task Force informally approved the programing for the library, community center, park and NCPRD administrative offices to be included for the design alternatives, with the goal of creating a balance of all three components on the site.
- July 2, 2020: The Concord Task Force voted unanimously that, based upon all the information gathered to date, the Concord property is a feasible location for the Oak Lodge Library. (The vote was necessary to meet the July 30, 2020 milestone of the 2019 intergovernmental agreement (IGA) between the County and the City of Gladstone, allowing the projects to continue the joint master planning process as established.)
- Sept. 24, 2020: Option 2 was selected unanimously by the Concord Task Force as the preferred design alternative. It is anticipated to be recommended to the BCC for consideration as the redevelopment concept for the Concord Property, representing the key decisions:
 - The library will be designed as an addition to the existing Concord building in order to realize shared opportunities and reduce capital and operational costs.
 - The park will provide a balance of right-sized passive and active spaces



AERIAL VIEW LOOKING SW



AERIAL VIEW LOOKING NW

to support the communities' desire for natural areas, recreation, and gathering / event spaces.

- Redevelopment of the Concord building will respect its historic integrity by preserving key features such as the original gymnasium and stage, and the former monumental entry staircase.
- The community center will retain the smaller gym for programming, recreational and cultural events, and provide an addition to accommodate a new, large gymnasium with properly sized courts, sideline setbacks, and spectator seating.
- The community center will be a balance between community and active-use recreation needs.

Representative of the value statements set forth by the Concord Task Force and through community engagement during the planning process, the focus of the design process should prioritize their recommendations:

- The design team will work with Clackamas County Planning staff to determine parking requirements.
- The design will, as a primary goal, reduce barriers in order to provide access to all members of the community.
- Structural upgrades will meet, as a minimum, the life-safety levels required by building and seismic codes and additional seismic upgrades will be built, if feasible.
- The design team and staff will continue to analyze the potential for some portions of the building to function as an emergency gathering place for the community.
- The design will honor the history of the Concord building and Oak Grove / Jennings Lodge.
- The design will illustrate culture through the integration of art.
- Sustainable design strategies will be evaluated for inclusion into the design.
- The design process should engage the community and underrepresented community members in the future design process.



NEXT STEPS

THE PROJECT WILL BEGIN DESIGN AND ENGINEERING AFTER THE MASTER PLAN IS APPROVED BY THE BOARD OF COUNTY COMMISSIONERS.

Construction documents are expected to be complete in fall 2021 so they can be submitted for permits. Construction start is anticipated for spring of 2022.

Task force members, the public and library staff gave the design team a list of items to review at the beginning of the next phase of design:

- Develop art and sustainability strategies.
- Define land use process with Clackamas County Planning staff.
- Verify parking and access requirements.
- Refine structural seismic design.
- Initiate project coordination with State Historic Preservation Officer (SHPO).
- Have an arborist analyze the trees, with special design attention on the White Oaks along the west property boundary.
- Finalize building layout and continue to develop building character through exterior and interior design, materials and finishes.
- Select a contractor as soon as possible to inform cost and constructability throughout the process.

LIBRARY FEEDBACK

- Create exterior-access book drop adjacent to the main entry vestibule.
- Create a dedicated 15-minute parking stall for book drop.
- Provide additional single-user restroom in the library.
- Investigate gender-inclusive public restrooms design.
- Consider reducing the size of collection to ease additional staffing requirements.
- Consider providing more patron seating / lounge space in lieu of collection stacks.
- Provide 3-4 study rooms to accommodate 2-4 people each for tutoring, and individual and group study.
- Provide flexible-use, medium-sized meeting space for 12-20 people within the library.
- Consider COVID-related design solutions, including seating options, one-way movement patterns, mobile furniture, and hands-free access and device use.
- Consider a small number of moveable stacks in key location.
- Consider how daily deliveries will work.
- Consider how books arrive from the upper level.
- Consider how patrons will access after-hours pickup (e.g., outside lockers; key card access).
- Consider relocation of the Friends of the Oak Lodge Public Library display and sales area inside the library.
- Accommodate a shared-work area for Friends of the Oak Lodge Public Library within the library workroom.
- Reduce the number of self-check stations.

NCPRD FEEDBACK

- Develop existing grades with proposed park design.
- Identify the criteria and priorities for park design and select elements to support quality programmatic elements.
- Provide hardscape path around entire building for maintenance purposes.
- Develop clear wayfinding and signage to communicate with park patrons and in consideration of safety hazards.
- Provide space for portable restrooms and utility hook-ups for large park events.
- Consider opportunities for events and performances within the park amphitheater and plaza.
- Consider cost, maintenance and durability of permeable paving.
- Consider how mechanical and electrical services are shared between the library and community center for construction and operational costs.
- Investigate gender-inclusive design for public restrooms.
- Consider appropriate dedicated and shared spaces.
- Find opportunities for expanded storage.
- Provide direct restroom access from the large gym.
- Provide restrooms within the locker rooms.
- Provide the ability to lock down portions of the building as needed.
- Define operational scenarios for patrons using existing gym and active use rooms, considering wayfinding and exiting with regard to the exterior entry:
 - Open up the corner between north/south hallway and exterior stair entry at the 2nd level.
 - Utilize landscape design and pathways to discourage the exterior entry from feeling like the primary entry.
 - Consider providing access with a discreet gate system.
- Ensure the large community meeting room can accommodate NCPRD board meetings, related technology and a small sink/coffee area.
- In the existing gymnasium, maintain the hard surface flooring, provide some level of stage lighting and acoustic treatment for events, and provide accessible access to the stage level.
- Consider the upper level as “all-recreation” zone.
- Consider COVID-related design solutions.

TASK FORCE FEEDBACK

- Preserve park space.
- Continue to balance library, community center and park needs.
- Continue to focus on exterior development of the additions and how they complement yet are distinct from the historic building.
- Create a place for the county historic archives in the Oak Lodge Library.
- Consider accessibility as part of the plaza stair design.
- Develop the kitchen layout to support community needs.
- Investigate if SE Spaulding Avenue right-of-way can be used for parking.
- Consider sustainable options for paving.
- Develop sustainable design solutions to address runoff during rainy months from adjacent east properties.
- Pursue purchase of vacated SE Olive Avenue property for better access to property.
- Prioritize maintenance for park elements.
- Balance active park elements with natural space.
- Avoid trying to do too much within the limited site area to allow for best success.
- Involve underrepresented communities.

Task Force review of the draft Master Plan report on November 12, 2020 resulted in additional comments for next steps:

- Provide further clarification of the task force role and public engagement processes moving forward.
- Clarify land use process and timelines related to accommodation of office space to better understand schedule implications.
- Define the role and extent of provisions for community theater / theater support spaces as part of the community center programming.
- Consider first floor area to support rehearsal area for community theater.
- Consider creative spaces and arts programming as part of the community center a higher priority.
- Prioritize park active sports and nature-oriented spaces.
- Consider other sites for league sports if they are not accommodated on the Concord site
- Investigate ways to minimize to size of the library addition to allow the greatest park area possible, with focus on natural areas.
- Identify the community kitchen as commercial to address a multitude of community cooking needs, particularly within underrepresented communities.
- Consider appropriate ventilation delivery / air exchange in mechanical design to address current and future health considerations.
- Consider design solutions for rapid evacuation from the building during a seismic event.
- Consider design solutions which respect the monumentality and views of the historic entry and stair of the Concord building.
- Incorporate gender-inclusive restroom design.
- Provide sufficient accommodations for all visitors - particularly families and children (age 5 and under), such as child-sized restroom accommodations, family restrooms (community center and library), lactation area, quiet spaces, stroller parking, and outdoor play spaces.

MASTER PLAN DESIGN RENDERINGS

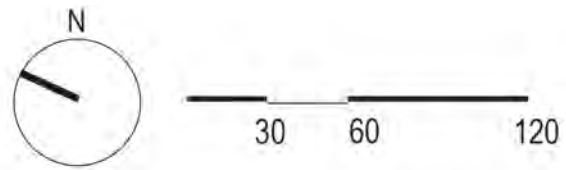
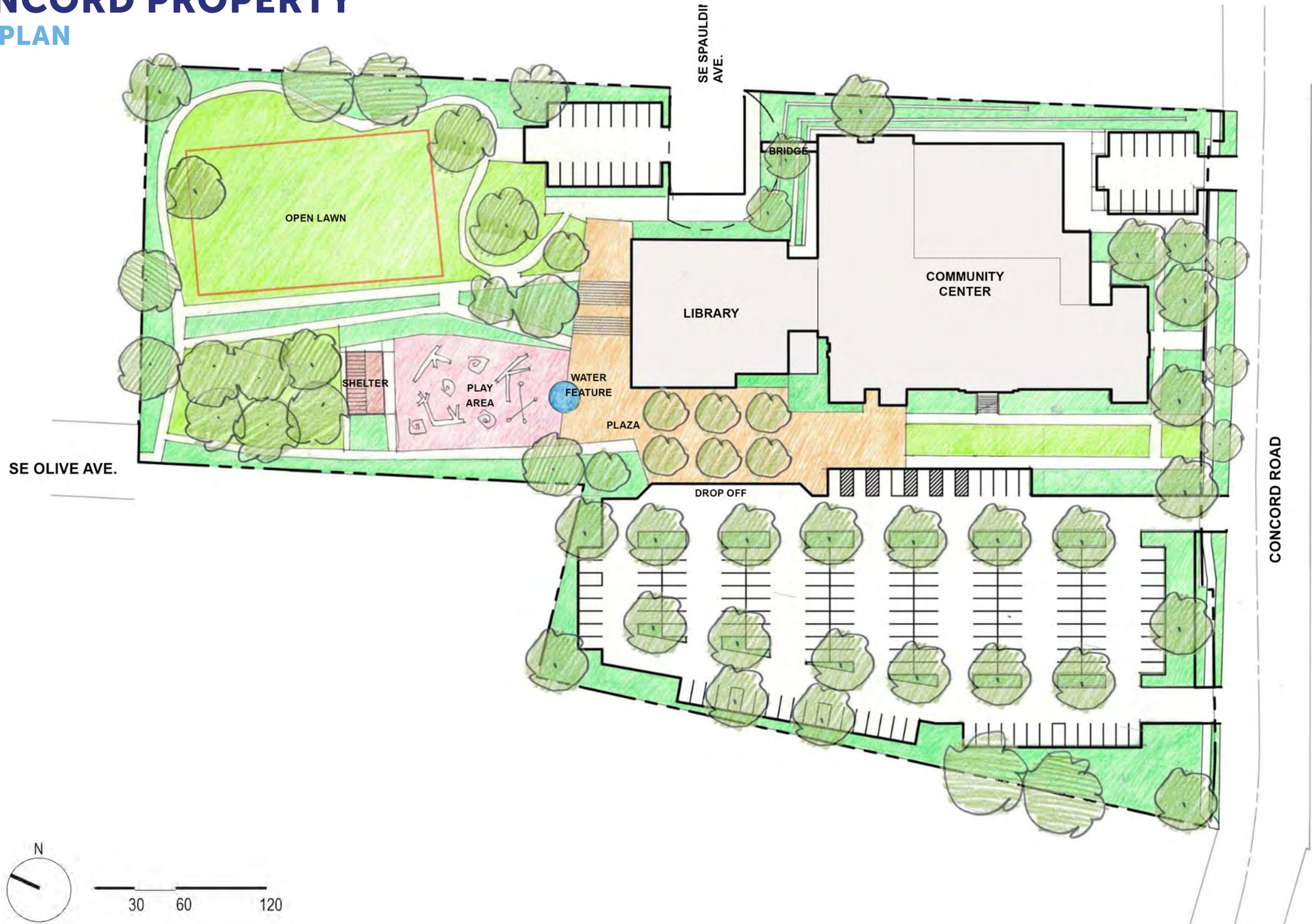


THIS PAGE INTENTIONALLY LEFT BLANK.

CONCORD PROPERTY

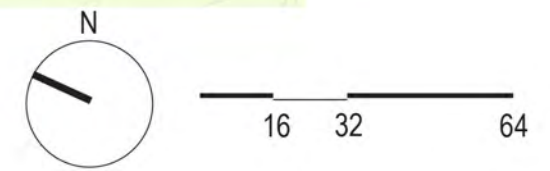
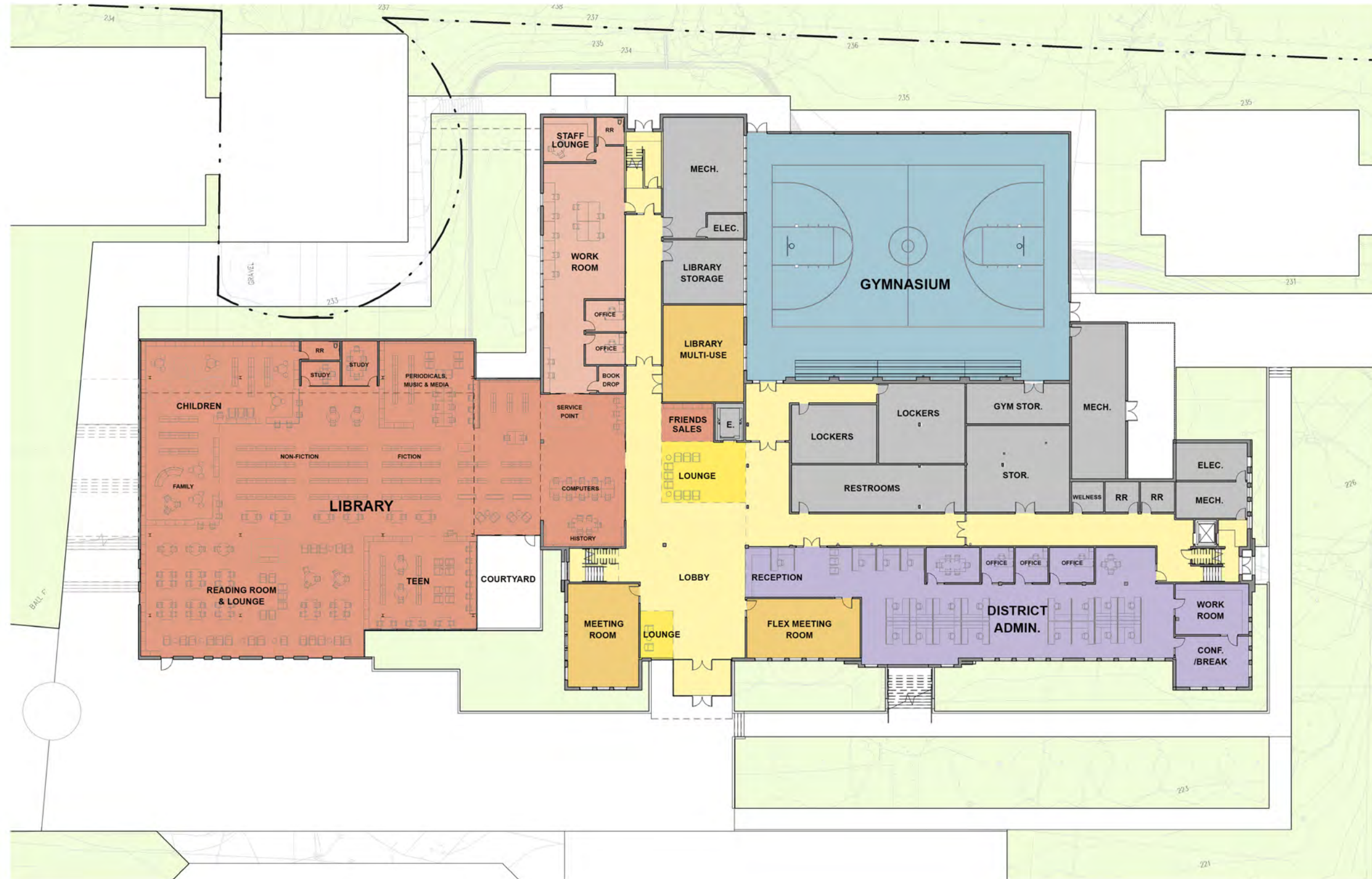
SITE PLAN

FINAL DRAFT



CONCORD PROPERTY

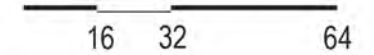
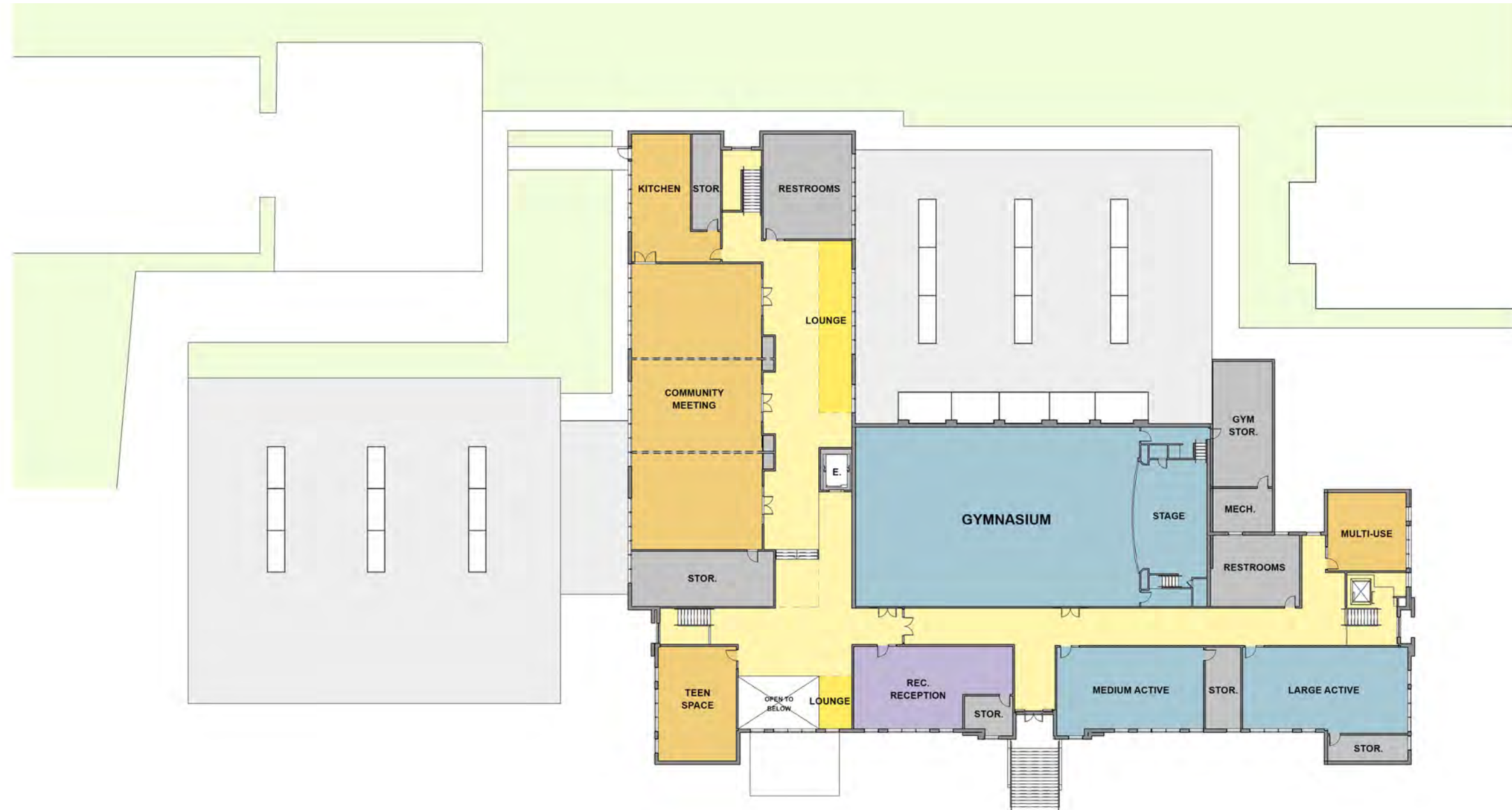
GROUND FLOOR PLAN



CONCORD PROPERTY

SECOND FLOOR PLAN

FINAL DRAFT



CONCORD PROPERTY

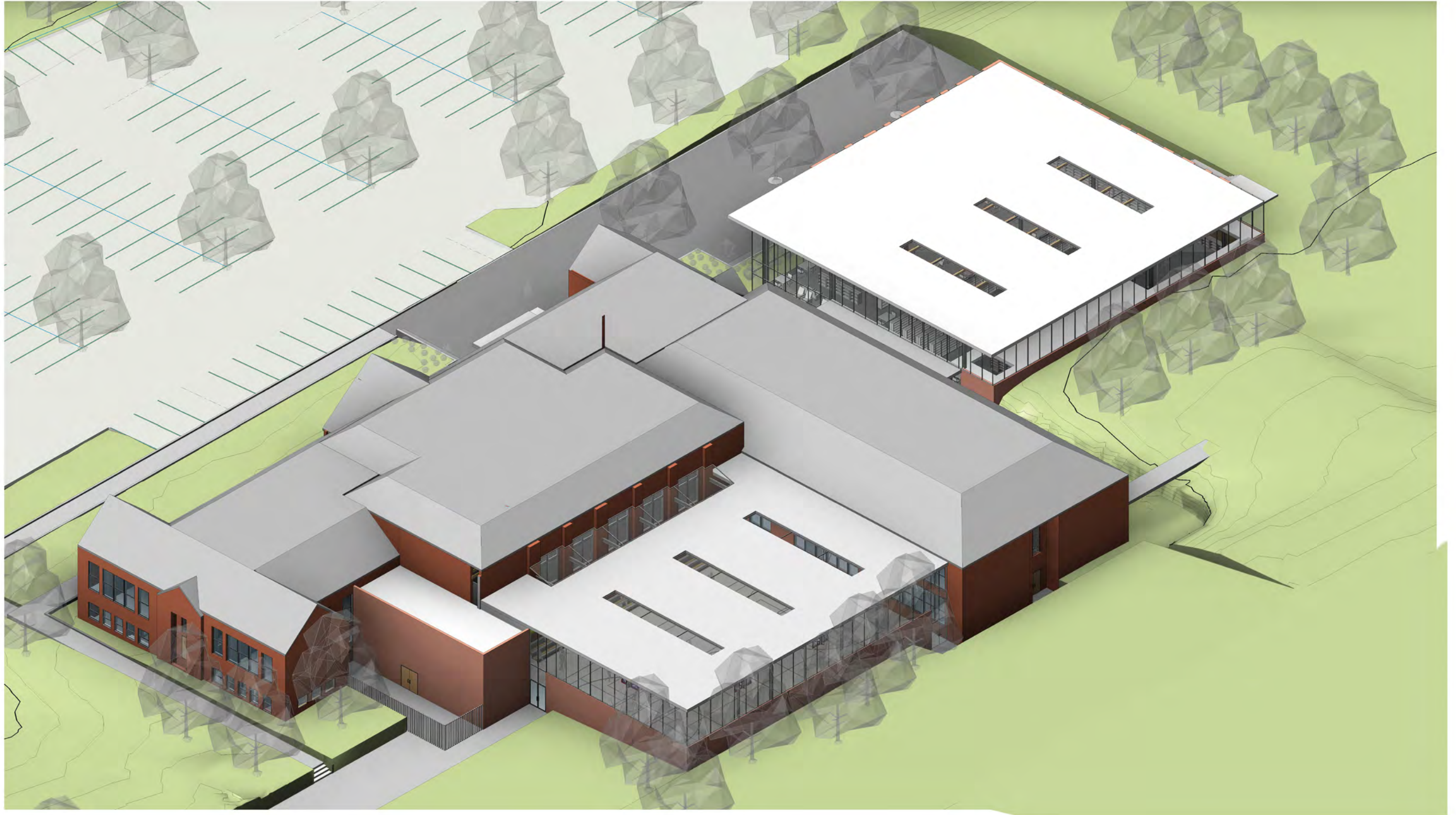
AERIAL VIEW LOOKING SW



CONCORD PROPERTY

AERIAL VIEW LOOKING NW

FINAL DRAFT



CONCORD PROPERTY

MAIN ENTRY & PLAZA

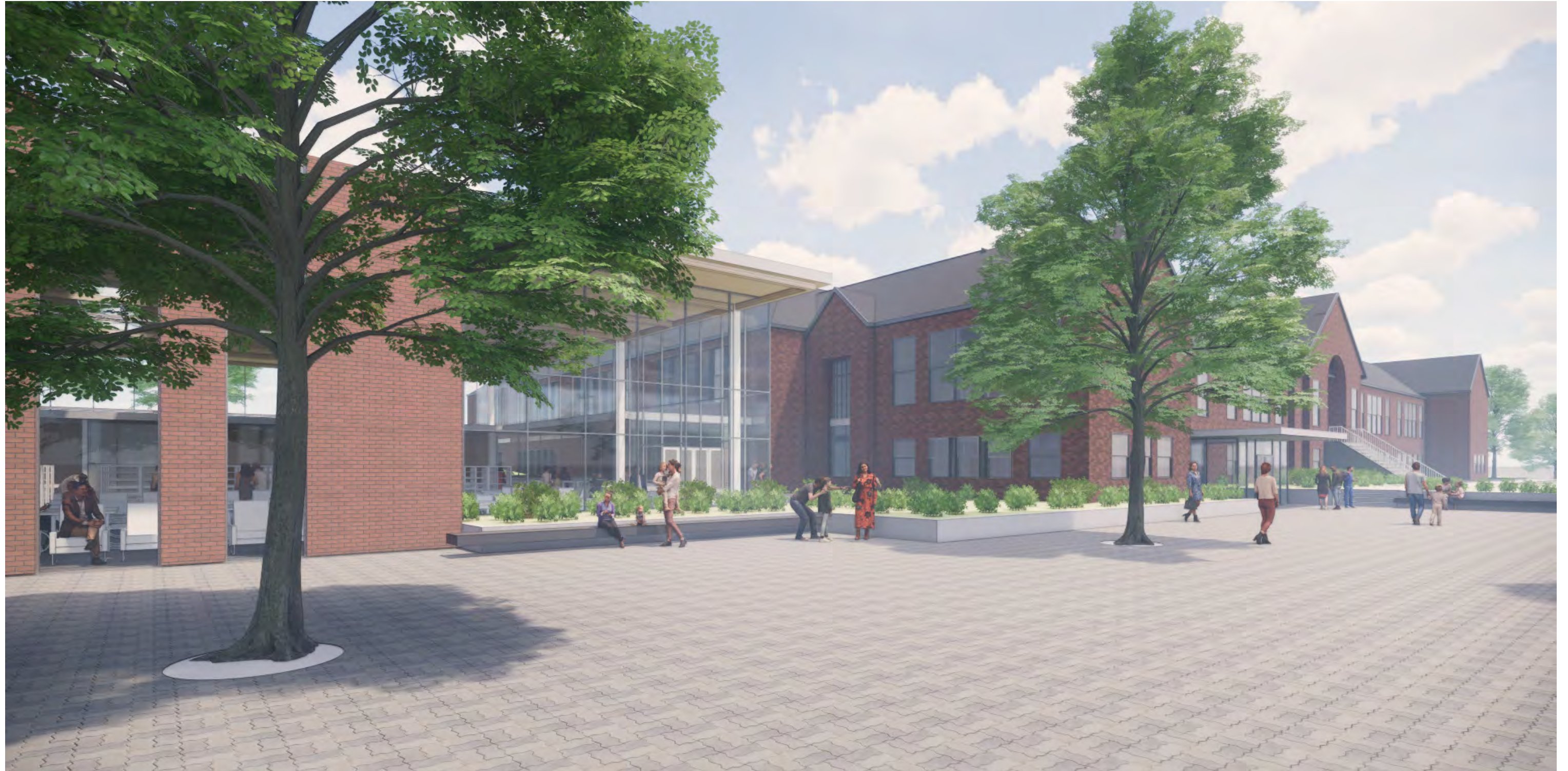
FINAL DRAFT



CONCORD PROPERTY

MAIN ENTRY PLAZA

FINAL DRAFT



CONCORD PROPERTY

LIBRARY VIEW LOOKING SOUTH



CONCORD PROPERTY

LIBRARY VIEW LOOKING EAST



CONCORD PROPERTY

LIBRARY VIEW LOOKING NW

FINAL DRAFT



CONCORD PROPERTY

GYMNASIUM VIEW LOOKING SE

FINAL DRAFT



THIS PAGE INTENTIONALLY LEFT BLANK.

APPENDIX



THIS PAGE INTENTIONALLY LEFT BLANK.

CONCORD PROPERTY

APPENDIX

ALL CONCORD PROPERTY APPENDIX ITEMS CAN BE ACCESSED AT:

<https://www.clackamas.us/communityproject#masterplanreports>

CONCORD PROPERTY AND OAK LODGE LIBRARY PLANNING TASK FORCE MEETING MINUTES / COMMENTS

NCPRD DEMOGRAPHIC ANALYSIS

PUBLIC OUTREACH (JLA PUBLIC ENGAGEMENT)

- PUBLIC INVOLVEMENT PLAN
- PHASE 1 PUBLIC OUTREACH SUMMARY
- PHASE 1 PUBLIC OUTREACH SUMMARY APPENDIX
- PHASE 2 PUBLIC OUTREACH SUMMARY
- PHASE 2 PUBLIC OUTREACH SUMMARY APPENDIX

CONCORD PROPERTY TECHNICAL ASSESSMENT:

- ZONING SUMMARY (THE BOOKIN GROUP)
- CIVIL ASSESSMENT (KPFF CONSULTING ENGINEERS)
- CONCORD BUILDING ASSESSMENT (OPSIS)
- CONCORD EXISTING BUILDING DRAWINGS (OPSIS)
- CONCORD PHOTO SURVEY (OPSIS)
- CONCORD PRELIMINARY BUILDING CODE SUMMARY (OPSIS)
- CONCORD BUILDING STRUCTURAL ASSESSMENT (CATENA CONSULTING ENGINEERS)
- CONCORD BUILDING STRUCTURAL DIAGRAMS (CATENA CONSULTING ENGINEERS)
- CONCORD BUILDING MECH/ELEC/PLUMBING ASSESSMENT (INTERFACE ENGINEERING)
- CONCORD LANDSCAPE ASSESSMENT (LANGO HANSEN LANDSCAPE ARCHITECTURE)
- CONCORD SCHOOL HISTORIC RESOURCE ASSESSMENT (ARG)

OAK LODGE AND GLADSTONE COMMUNITY PROJECT OPEN HOUSE SURVEY BOARDS (OPSIS)

CONCORD PROPERTY SITE ANALYSIS (OPSIS)

CONCORD PROPERTY DESIGN WORKSHOP COMMUNITY FEEDBACK (OPSIS)

CONCORD PROPERTY DESIGN ALTERNATIVES (OPSIS / JOHNSTON ARCHITECTS)

CONCORD PROPERTY CRITERIA EVALUATION – TASK FORCE (OPSIS)

CONCORD PROPERTY CRITERIA EVALUATION – PUBLIC SURVEY (OPSIS)

CONCORD PROPERTY MASTER PLAN PROGRAM – PREFERRED ALTERNATIVE (OPSIS / JOHNSTON ARCHITECTS)

CONCORD PROPERTY TRAFFIC IMPACT ANALYSIS METHODOLOGY MEMO (GLOBAL TRANSPORTATION ENGINEERING)

CLACKAMAS COUNTY-PROVIDED REPORTS:

- NCS D CONCORD ELEMENTARY SEISMIC UPGRADE LETTER
- NCS D CONCORD ELEMENTARY SEISMIC UPGRADE REPORT
- 2017 CONCORD PHASE 1 ENVIRONMENTAL ASSESSMENT (PBS)
- 2017 ASBESTOS ABATEMENT CLOSEOUT REPORT (PBS)
- 2017 LIMITED HAZARDOUS MATERIAL SURVEY (PBS)
- 2017 UST REVIEW (PBS)
- 2020 ALTA SURVEY – 3811 SE CONCORD RD (COMPASS LAND SURVEYORS)
- 2019 CONCORD PRELIMINARY GEOTECHNICAL REPORT (GRI ENGINEERS)
- 2020 CONCORD GEOTECHNICAL REPORT (GRI ENGINEERS)

THIS PAGE INTENTIONALLY LEFT BLANK.



For more information about the Oak Lodge & Gladstone Community Project visit:

e communityproject@clackamas.us
w clackamas.us/communityproject

Opsis Architecture LLP
920 NW 17th Avenue Portland, Oregon 97209

opsisarch.com

