

Memorandum

Date June 11, 2019
To Karen Buehrig, Clackamas County
From Alisa Pyszka, Bridge Economic Development
Tim Smith, SERA Architects
Subject Memorandum 3: Recommended Revised Phase 2 Scope of Work
Project Park Avenue Community Project | Phase 1: Community Engagement

BACKGROUND

Project Description

Clackamas County, Oregon, working with the McLoughlin Boulevard area residential and business community, is considering creating development and design standards for commercial zones within ½ mile of the Park Avenue/McLoughlin Boulevard intersection in unincorporated Clackamas County to support the community's long-term vision for the Park Avenue Light Rail Station area.

The Park Avenue Community Project, Phase 1: Community Engagement (the Project) is focused on public outreach to:

- 1) Summarize and verify the desired elements of the long-term vision for the Park Avenue Community study area, including a neighborhood livability assessment,
- 2) Identify the stakeholders to be included in Phase 2 of the project, and
- 3) Provide recommendations for substantial public engagement and future Request for Proposal (RFP) guidelines to successfully create development and design standards in Phase 2.

Objectives

The objectives of this memorandum are to summarize the key project findings of Phase 1, and recommend revisions to the Phase 2 scope of work initially developed with community members, and a Phase 2 engagement strategy based on that information. This memo includes the following elements:

- A. *Summary of Findings*: The factors impacting current and future development patterns in the Park Avenue project area
- B. *Preliminary Key Themes*: Summary of community feedback from the Open House on April 9, 2019 and subsequent online survey input in response to preliminary Key Themes that inform the baseline direction for Phase 2. Additional comments were made in the survey under the "other" category or via comments on boards after the presentation. These additional comments are provided as Attachment B.

- C. *Scope of Work*: Recommendations for a revised scope of work for Phase 2 that will serve as the basis for the Request for Proposals (RFP) to select a consultant.

A. SUMMARY OF FINDINGS

Existing Conditions

As detailed in Memo 1, annual growth population growth within the general project area has been an average of -0.7% since 2010 with the last five years trending negative. There has also been negative (-0.1%) housing unit growth, which often indicates a high level of demolitions or housing that has become uninhabitable. The only significant demolitions and private investment within the area is at the Willamette View and Rose Villa senior living communities along River Road, which may also be a factor in median age of the area trending upwards to 42, and the number of residents over the age of 60 growing by 6%.

Homeownership in this area is significantly lower than in the county as a whole, with only 56% of households owned by their residents, while the rate of home ownership throughout the county is 70%. While housing costs in the area have increased at an average rate of 1.4%, rental rates have increased at a more significant rate of up to 15% in some years. An essential component of Phase 2 will be to acknowledge and integrate in the vulnerability of renters.

Even though the light rail station opened in September 2015, there has been limited commercial investment within the study area. Various businesses have moved in and out of the available tenant spaces, but there has been no new commercial building construction along McLoughlin Boulevard within the Park Avenue project area in the last 10 years. Furthermore, the area has transitioned from retail services that serve local residents toward more regional services such as car dealerships or public storage. These regional uses do not serve the local residents and limits pedestrian activity and social interaction desired by the community. As more regional uses locate along the corridor, the more challenging it will be for local commercial uses to develop as similar types of regional uses like to congregate and will ultimately form the identity of the area.

Significant Factors Impacting Existing Conditions

During Phase 1 we have identified the following significant factors that are likely contributing to this lack of investment along the commercial corridor.

Zoning Restrictions

The project is limited to considering design and development standards for commercial properties fronting McLoughlin Boulevard, which are zoned General Commercial (C3). Therefore, the standards of the C3 zone pertaining to use, parking, and design was evaluated to determine how they are potentially precluding investment within the area. As indicated below, the requirements of the C3 zone do pose constraints. Additionally, the zone label of "General Commercial" quickly conveys a desire for traditional auto-oriented retail uses and a limited opportunity for a mix of uses.

Uses: The General Commercial zone allows most customary uses, such as restaurants, retail, offices, service stations, religious facilities, and schools. It also permits open spaces and multi-family dwellings of two-dwellings and larger with complicated code requirements and restrictions. Manufacturing uses, including the mechanical, physical, or chemical transformation of materials, substances, or components into new products; and the assembly of component parts is permitted, but the primary processing of raw materials is prohibited.

Form: Rules directing built form require no minimum lot size or street frontage.

Setbacks: Front setbacks must be between 15-20 feet; this setback requirement prohibits front site edge development and may impede efforts to create a pedestrian-friendly commercial and mixed-use environment.

Density: The zone has no height limits and no minimum or maximum floor-area-ratio. The lack of floor-area-ratio minimums may result in low-density development that doesn't support high activity, vibrant, and mixed-use centers along McLoughlin.

Multi-family Housing: Multi-family dwelling is subject to the rules for multi-family housing in the HDR District – all rules apply to freestanding multi-family with only the maximum density rule applying to multi-family in a mixed use. This is particularly restrictive as these rules create a very complex combination of maximum setback/building placement requirements as dictated by section 1005.03 (E)(H)(L). Provisions such as proximity to transit, ground floor use, parking lot provision, etc. add to the complexity of multi-family housing development and can lead to underdeveloped sites.

Parking: Clackamas County zoning requires a design review process for development on all commercial and multi-family parcels. These regulations include special parking requirements for areas served by frequent transit (defined as at least 20-minute frequency and within ½ mile of light rail or ¼ mile of bus). The Park Avenue study area meets these frequent transit requirements and applies the Urban Zone A maximum parking requirements. Urban Zone A parking requirements place a lower maximum parking quantity as compared to urban areas not within the ½ mile or ¼ mile transit proximity area (for example, Urban Zone A limits parking to 3.4 spaces maximum per 1,000 square feet of office, compared to 4.1 spaces maximum in other areas).

The requirements generally set no maximum parking ratio for residential; this creates the risk of oversupplying parking. Parking minimums for residential uses (1.25 parking spaces per one-bedroom multi-family, 1.5 parking spaces per two-bedroom multi-family, 1.75 per three or more bedroom multi-family) are not excessively high but could be considered for slight reductions.

Parking requirements for commercial properties are specifically tied to use and establish minimums and maximums. These minimums and maximums are in-line with prevailing quantities for these types of uses in this type of environment. However, future redevelopment may seek strategies to reduce parking supply in favor of active transportation support and shared-parking methods.

Parcel Size

The most desirable location for multi-family development is adjacent to the Park Avenue Station, providing alternative transportation options that can reduce transportation cost burdens for residents.

Typical new residential multi-family developments by local developers are often a minimum of 75 units and approximately 0.5 acre in size. Sites along McLoughlin close to Park Avenue Station range in size from 1.5 - 4 acres and are unusually deep with only one point of access onto McLoughlin. This configuration makes it difficult for a local developer to enter into this market with a viable single multi-family project. Alternatively, national developers with significant financing would generally only consider a project that is approximately 20 acres in size, requiring a consolidation of several parcels that are currently under different property ownership.

The parcel size and configuration near the station can accommodate commercial development more easily, however other factors outlined below and the lack of household growth and income limits this type of investment interest at this time.

In addition, a few parcels west of McLoughlin, such as Courtney Plaza and a majority of the lots east of McLoughlin Blvd, do not have a deep lot. This further complicates development on parcels in regards to compliance with the design review requirements. Parcels east of McLoughlin Blvd also back up to residential parcels (medium density residential, which requires a deeper rear setback than if the parcel abutted a commercial property).

Limited Pedestrian Access

Throughout the stakeholder interview process it is clear that McLoughlin Boulevard, which serves as a state highway through design, is a barrier to pedestrian and bicycle activity. Properties along McLoughlin are quite deep with only one point of access, which is onto McLoughlin Boulevard. Five commercial properties southwest of the Park Ave and McLoughlin Blvd intersection are over 500 feet deep. The remaining five parcels south to SE Courtney range from 200 - 300 feet deep or 100 feet - 300 feet deep. East of the SE Park and McLoughlin Blvd intersection, commercial parcels range between 100 - 300 feet deep, with 50% under 100 feet in depth. Without alternative connections, all traffic and ped/bike connections to commercial property must utilize McLoughlin Blvd. This lack of connectivity limits opportunities for multiple projects on larger sites. Furthermore, if this pattern remains, traffic will continue to funnel only onto McLoughlin Blvd and exacerbate current traffic and pedestrian conditions along the corridor.

Furthermore, there are very few retail destinations within the area that encourage people to walk, which was clearly conveyed in a focus meeting with residents. Increasingly, private investors are utilizing the "Walk Score" tool, which is a public walkability index score based on the available walking routes to nearby amenities such as businesses, parks, theaters, schools, and other common destinations that people want to walk to. A high "Walk Score" (above 90) is important to secure financial backing for projects.

The highway design width and speed, which is controlled through Oregon Department of Transportation (ODOT) regulations, are intended to maintain traffic flow and safety. Encouraging local pedestrian-oriented development to front McLoughlin will be a significant challenge. Trying to alter the current auto-oriented design of McLoughlin at this time is not recommended due to the substantial expense, challenge, and significant amount of private development needed to transform the environment. (However, do continue to provide safe crossings.) Instead, focusing development

opportunities along alternative routes such as a new parallel connection on the west side of McLoughlin should be considered for a “walkable mixed-use center.”

Enhance the Development Vision

Beyond existing design and development zoning code requirements, the only formally approved guiding vision document for the subject area is the MAP-IT McLoughlin Area Plan, which outlines specific projects to implement. However, the established vision and seven values may be interpreted differently by various parties due to the high-level nature of each value. It is important to establish a visual depiction of values to ensure that the community is in agreement, and potential investors can clearly understand where certain types of development and new connections are desired physically (not just in verbal conceptual ideas). At this time, there is no map identifying these opportunities and level of detail that has been approved by the community. Such clear direction provides a critical level of certainty to a developer that there is public support for a potential project thereby removing significant risk.

Due to the current limitations within the zoning designations, parcel configuration, ownership patterns, and lack of connectivity, it is difficult for developers to envision a clear investment opportunity in the area. Unless there is an established framework that identifies focused opportunity areas and direction for how new connections will be made to improve walkability and appropriately-scaled parcels for investment, this pattern of limited investment will likely continue. Developing a framework plan, revising the development and design standards, and creating an action plan will set the foundation to create a clear identity for the area and encourage investment.

Market Conditions

In addition to the physical site and infrastructure constraints of the Park Avenue area, the market conditions do not warrant the risk of investment. Current construction costs for a new project outside the Portland downtown core is approximately \$160 per-square-foot, which requires a rent of \$1.90 per-square-foot so a project “pencils” or makes enough money to justify the costs. Current rents in the general Park Avenue area are \$1.43 per-square-foot, which does not easily warrant the cost of new construction.

Development is a risky endeavor. The term “catalyst” development is rarely heard by a developer as an opportunity, but instead as the first project going into an untested market. Developers must make a return on investment (ROI) on a project; otherwise there is no reason to proceed.

Redevelopment of existing buildings is always the first form of investment in an area such as Park Avenue because it has the least risk to generate a ROI. Once these development pioneers begin to create energy and increased awareness of opportunity, additional investment will occur. Due to the improved environment and demand, eventually tenants will be willing to pay the necessary rents for residential and commercial spaces that will produce enough revenue for a developer to build new construction.

In addition, the type of construction will vary in cost. Early phases of two-to-three-story buildings and adaptive reuse is typical for entry market development. Eventually mid-rise projects of five stories with commercial on the ground floor will emerge. Finally, in more urban environments, high-rise

construction will be built with proven rents and adequate amenity and transportation infrastructure to reduce the need to provide parking and other offsite costs. Ultimately, developers will enter the market with smaller scale projects to off-set risk. This necessitates the need to allow for development to occur on smaller parcels and a clearly defined area of focused investment from the community, county, and private investment.

Sustainable Community Development

The McLoughlin Area Plan (MAP) lists green and sustainable as shared community values. The Guiding Principles call for identifying strategies to protect and enhance natural habitat, access to the river and streams, and retention, preservation and expansion of natural areas and parks. Given concerns about disaster and climate change resilience, there could be a greater emphasis in Phase 2 on issues of equitable and sustainable energy, water, waste, food, local economy, and culture – working as integrated systems to be enhanced and localized through new development. Such a civic-based ecosystem approach could influence new infrastructure necessary to the growth of new development in the area. Through the public engagement process of Phase 2, providing stakeholders with the tools to create these district systems could energize and help transform area residents into stewards of their place.

Lack of a Champion

As discussed in Memo 1, developers have several options across the region to invest in more straightforward projects with significant support from the local community. Developers want to know that a community is committed to investing in an area through public investments such as infrastructure, lighting, and open space to support their private investment. Since the area is outside of a city and not within an urban renewal district, there is limited local funding available to support infrastructure investments and specialized services for development. There may, however, be some actions the county can take, such as dedicating a staff person to convey a community vision and provide proactive engagement to build public-private relationships. This is critical to fostering infill development.

Need for an Action Plan

Infill development is challenging and complex, requiring public-private collaboration. In order to foster private investment, a prioritized action plan of specific activities (assigned to specific people in specific organizations) is needed. The designated champion to foster development in Park Avenue would be responsible for monitoring the plan and reporting if actions are being completed and, if not, identifying the barrier(s) to completion. The plan must serve as a tool to align stakeholders and partners to realize desired investment.

In addition to an action plan, a proactive collaborative approach to development within the Park Avenue project area is needed. As explained in Memo 1, developers want to minimize risk. Entering into a new and untested market such as Park Avenue with challenging parcel configurations and access limitations does not make this an obvious area for private investment. Proactive problem-solving and collaboration that may require bringing several different property owners together will be necessary to achieve a framework plan. The following actions need to be embraced to foster

development within the area. These highly valuable efforts will be critically important to encouraging private investment without significant costs such as purchasing property or providing valuable incentives to one individual.

- **Build Private Partnerships** -- Relationships, collaboration, and trust are the key ingredients to realizing infill development. Direct outreach and continued relationships with property owners, developers, architects, and government agencies to foster connections, opportunities, and strategic investments is critical.
- **Build Internal Partnerships** -- Development involves coordinated actions across multiple agencies including transportation, planning, and public works. In order to facilitate proactive problem-solving, the county should consider establishing a dedicated “SWAT Team” of specific individuals from each department to serve the Park Avenue project area. This would create a team of people with a common understanding of barriers and opportunities to investment. Ideally this team can meet informally as projects initially emerge and find solutions up-front to support desired investment.
- **Build Infrastructure** -- Building key infrastructure improvements can encourage development. This is especially important for infill development where the perceived value of properties is that the infrastructure (sewer, water, roads) is built to current standard. In order to engage interest in development, it is important to proactively determine the quality of the current infrastructure and the cost of any necessary upgrades. Building public infrastructure that will benefit the development and surrounding properties is extremely valuable to developers. Since unincorporated areas of the county have limited funding, alternative sources for funding infrastructure investments will need to be identified.

B. PRELIMINARY KEY THEMES

Throughout Phase 1, the project team compiled feedback from the community through in-person meetings that included:

- Seven meetings with property owners, developers, business owners, senior housing providers, residents, and active community members
- Presentations at MAP-IT & Oak Grove Community Council meetings
- Community Open House

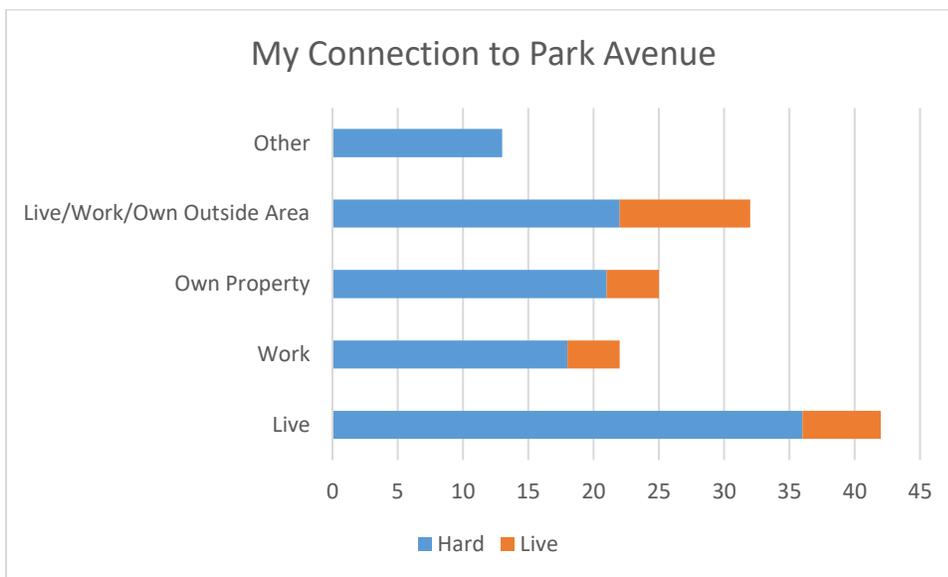
Additionally, a digital survey that asked community members to rank the priority of the existing 35 MAP projects and program was distributed and resulted in 377 responses.

In order to address the findings outlined above and synthesize community feedback from Phase 1, Preliminary Key Themes were defined and presented to the community for their feedback. The intent of these themes is to provide a baseline direction for Phase 2 that will utilize all community engagement to date and provide a clear set of guidelines and directions for the consultant team regarding community values. Each recommended key theme is summarized in addition to whether or not the community supports further exploration of that particular theme in Phase 2.

At the Open House, attendees could either respond via “live survey” on their phones or complete a “hard survey.” In addition, the survey was available online for one additional week. Online responses are categorized as “hard survey” responses. The hard copy survey responses include an “other” category – further explanation of “other” category is provided below. All responses are compiled and shown below.

Survey Respondents

To provide context and understanding of who responded to the survey, a summary of who completed the survey is provided below. 89 people are connected to the area within the ½ mile project, and 45 people are outside the area or “other.” “Other” constitutes answers such as Elks Member (as the Open House was hosted at the Elks Lodge), suggesting they are outside the project area.



Key Theme #1: Focus the project on the area ½ mile from the light rail station

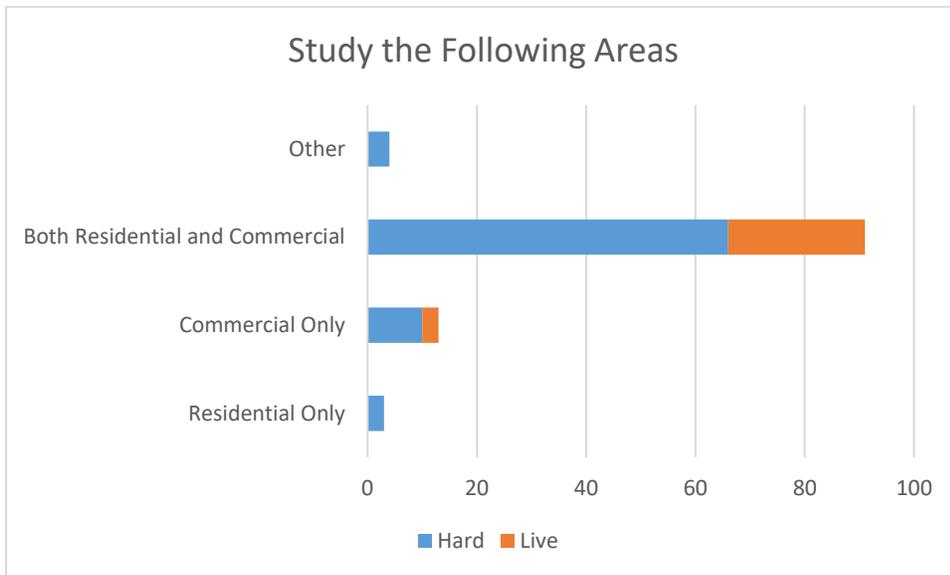
The original Park Avenue Community Project Phase 1: Community Engagement scope of work explicitly states that the project will identify new design and development standards for the commercially zoned properties along McLoughlin. However, throughout the engagement process, we heard from community members the desire to focus on areas such as Oatfield Road and other areas. Additionally, stakeholders affirmed there is not a cohesive vision clearly understood for the Park Avenue community within the ½-mile radius area. Furthermore, of the 35 MAP programs and project, the survey results determined that the community ranked the priorities in the following order:

- #1 Enhance natural areas
- #2 More lighting at key locations (Trolley Trail)
- #3 More community events
- #4 Develop new parks and open spaces

In order to address these most important projects and programs, consideration for improvements beyond the commercially zoned property is necessary. Therefore, the following question was posed to the community.

Question #1: In Phase 2, study the following unincorporated areas within a 1/2-mile radius of the light-rail station

91 people agree that both residential and commercial areas should be explored, 13 people would like to focus on commercial properties only, 3 people would like to focus on residential property only and 4 responded with other. "Others" constitutes no answer.



Key Theme #2: Enhance connectivity

Throughout the engagement process, we heard from community members the desire for improved walkability through improved sidewalk improvements and areas to walk to. We also heard that the Trolley Trail is a community asset for pedestrian and bike mobility and no automobile traffic should cross it. Furthermore, of the 35 MAP programs and project, the survey results determined that the community ranked the priorities in the following order:

#5 Improve pedestrian and bike connections to the Trolley Trail

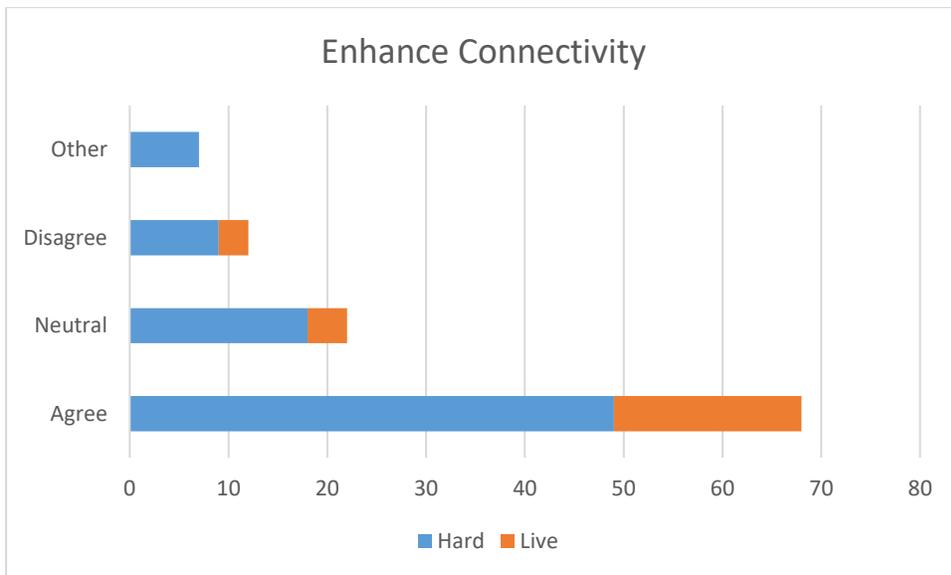
#6 Need convenient and safe access to the light-rail station and surrounding businesses for pedestrians, bicyclists and transit-riders

#7 Improve pedestrian and bike connections to schools, parks and other important community destinations

In order to address these prioritized projects and programs and desire for a walkable community, the following question was posed to the community.

Question #2 In Phase 2, study connectivity throughout project area (but not automobile connections across the Trolley Trail).

68 people agreed with this statement, 22 people were neutral, 12 disagreed, and 7 replied other.



Key Theme #3: Encourage employment along McLoughlin Blvd

As outlined in Memo 1, several nation and regional trends are showing that traditional auto-oriented retailing is declining due to the rise of online shopping per the following chart.

United States Change in Per Capita Retail Spending, 2000 - 2016

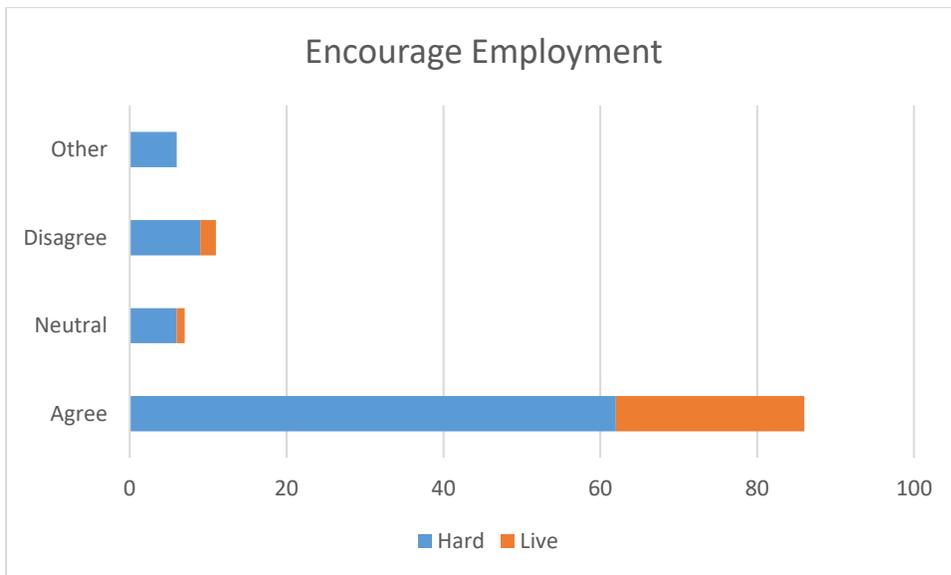
Kind of business	2016	2000	%Change
Per capita spending, total			
Motor vehicle and parts dealers	23.57%	26.69%	-3.12%
Furniture and home furnishings stores	2.30%	3.05%	-0.76%
Electronics and appliance stores	2.03%	3.03%	-1.00%
Building mat. and garden equip. and supplies dealers	7.19%	7.68%	-0.49%
Food and beverage stores	14.43%	14.91%	-0.48%
Health and personal care stores	6.73%	5.20%	1.53%
Gasoline stations	8.62%	8.37%	0.25%
Clothing and clothing access. stores	5.35%	5.62%	-0.27%
Sporting goods, hobby, musical instrument, and book stores	1.78%	2.27%	-0.49%
General merchandise stores	13.93%	13.55%	0.38%
Miscellaneous store retailers	2.52%	3.58%	-1.06%
Nonstore retailers	11.55%	6.05%	5.50%

Source: Retail Census 2018, Bridge Economic Development

Furthermore, the state is projecting employment growth within healthcare, professional services, and manufacturing. The current zoning requirements along McLoughlin permits the majority of these employment opportunities. One of the few restrictions, however is on the primary processing of raw materials, which causes restrictions on uses such as breweries and processing of wheat that could be done at bakeries. In order to increase employment opportunity within Park Avenue, we asked the following question.

Question #3 In Phase 2, explore how to develop new types of employment uses such as craft manufacturing or professional services along McLoughlin.

86 people agree, 7 people are neutral, 11 disagree, and 6 replied other.

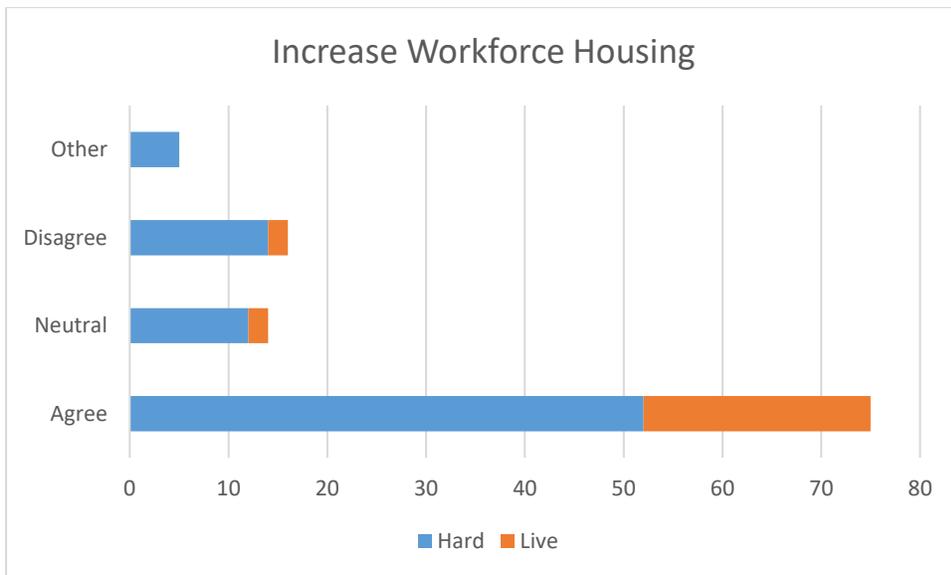


Key Theme #4: Increase workforce housing

As outlined in Memo 1, housing demand is a significant issue facing all growing metropolitan areas across the country. This is a complex issue that requires various approaches to meet numerous market conditions. A key element to reducing housing costs - or at least reducing the rate of housing price growth - is to build more housing for all income levels. We heard clearly from Willamette View and Rose Villa representatives that their hundreds of employees want to live nearby and would benefit greatly from affordable housing aligned with their income. Constructing some of these affordable units near a light rail station is appropriate as one of the most significant cost-of-living burdens in addition to housing is transportation. Based on this housing need, we asked the following question.

Question #4: In Phase 2, study how more affordable/workforce housing (e.g., apartments, duplexes) can be provided within the commercial zone along McLoughlin Blvd.

75 people agree, 14 people are neutral, 16 people disagree and 5 replied other.

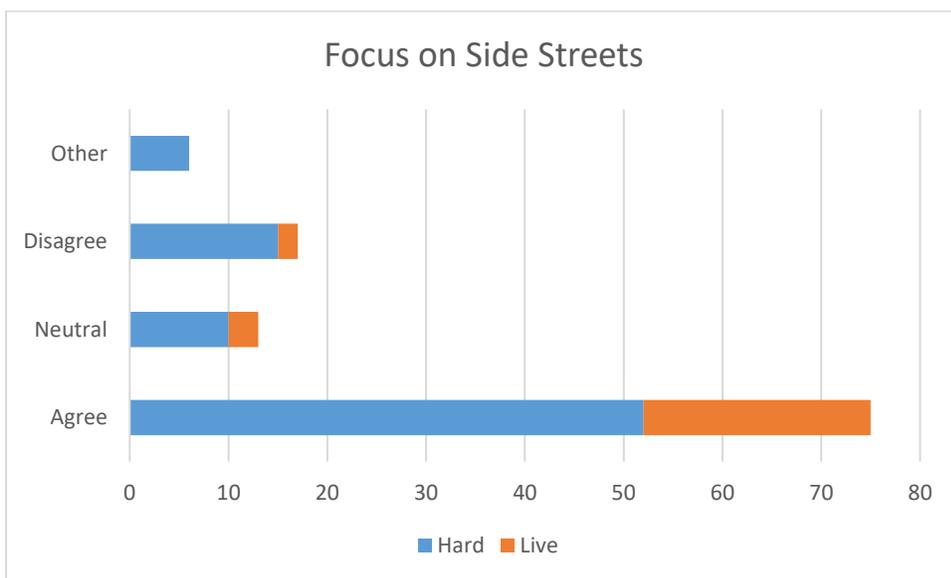


Key Theme #5: Focus on the side streets first for development

As outlined in the findings above, McLoughlin is a challenging location to initiate infill development. Areas with smaller parcel sizes offer smaller scale projects that equate to less risk for regional developers new to the area. For this reason, the ability to explore other areas such as along Park Avenue or River Road is important to implement investment in the near future. We asked the community the following question based on these real estate development market needs.

Question #5: In Phase 2, explore other areas where it may be more feasible to develop affordable/workforce housing (apartments, duplexes) rather than on McLoughlin Blvd, such as River Road or roads perpendicular to McLoughlin.

75 people agree, 13 people are neutral, 17 disagree, and 6 replied other.

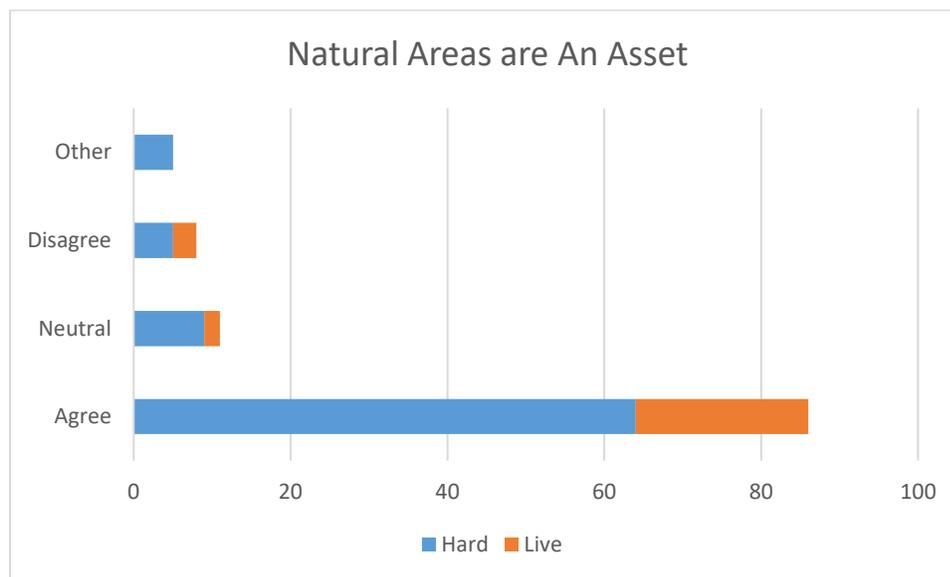


Key Theme #6: Natural areas are an asset, not a barrier

Throughout the community engagement process, it was clear that preserving the natural environment is very important to local residents. The tree canopy serves as significant community asset and point of pride. Furthermore, prior efforts including the Re-greening of Park Ave Park-and-Ride Metro Nature in Neighborhoods Grant further the efforts of the community to preserve and enhance this asset. Finally, as indicated in the digital survey, “enhancing natural areas” is the number one priority of all 35 MAP projects and programs. Therefore, we asked the community the following question.

Question #6: In Phase 2, study how natural areas can be enhanced and integrated with development.

86 people agree, 11 are neutral, 8 people disagree, and 5 replied other.



C. SCOPE OF WORK

To offset and take into consideration the above factors, the following scope of work is proposed for Phase II of this project. The most significant change is the inclusion of a Guiding Principles specifically for Park Avenue and an accompanying Framework Plan into the scope of work. Through the process of identifying the factors limiting investment, the roundtable discussions and feedback from the survey regarding the McLoughlin Area Plan priorities, a more holistic look is needed to identify opportunity sites that could ignite near term development.

Amending the development and design standards for the commercial and multi-family residential areas within ½ mile of the Park Ave light rail station is only one of many actions that need to be taken to realize the all of the programs and projects identified in MAP. Including Guiding Principles specific to the Park Ave area and a Framework Plan will allow the community to discuss if there are opportunities outside of the existing commercial and multi-family area that would be suited for near term investment that creates a more walkable community.

The purpose of Phase II is to maintain and encourage new employment, housing, and retail diversity within the Park Avenue project area. In order to foster private development in that will provide this desired outcome, the following scope of work for the Phase II consultant team is recommended. This scope of work builds off the original scope prepared with the RFP developed in 2018 with a team including representatives from the community.

SCOPE OF WORK

The successful proposer must demonstrate extensive, innovative experience and ability in engaging and working with the public and stakeholders to develop land use regulations and development strategies that support the community's vision and values.

The consultant team shall be responsible for providing technical design and development expertise that will reflect the community's vision for development of the Park Avenue project area. The consultant team should provide substantial knowledge regarding the implementation of the following elements that reflect the preliminary key themes which emerged based on community feedback in Phase 1:

- Focus the project on the area ½ mile from the light rail station
- Enhance pedestrian and bikeway connectivity
- Encourage employment along McLoughlin Blvd
- Increase workforce housing
- Focus on the side streets first within the commercial and multi-family area for development
- Natural areas are an asset, not a barrier

The project will be supported by the Grant Management Team (GMT), which consists of the consultant team, County and Metro staff, and MAP-IT Chair, and grounded in the community vision and values as described in the following documents:

- McLoughlin Area Plan Phase I (MAP 1) -- McLoughlin Area Plan Vision Framework (<http://www.clackamas.us/mapit/documents/map1visionframeworkfinal.pdf>)
- McLoughlin Area Plan Phase II (MAP 2) -- MAP Phase II Report (<http://www.clackamas.us/mapit/documents/map2reportfinal.pdf>)
- The Five Components of the McLoughlin Area Plan (<http://www.clackamas.us/mapit/documents/fivecomponents.pdf>)

The consultant will be expected to work closely with the community to implement the public engagement plan and complete the following scope of work.

Phase II: Task 1: Project Management

The consultant team will work with **the GMT** to ensure that project work is well aligned with Metro grant funding and objectives. The consultant team will designate a Consultant Project Manager to work with the team to ensure successful completion of all phases of the project. At the outset of Phase II, the Consultant Project Manager will work with the team to establish a mutually agreeable schedule for project management check-ins and broader community meetings. This will help to

ensure a smoothly managed project that delivers clear and expected results within budget and timeframe, and that meets requirements for Metro grant funding.

The consultant team will produce and implement the following project management tools:

Deliverable 1.1 – Finalized Phase II project milestones and meeting schedule including dates and objectives for all established project check-ins, milestones, and meetings.

Deliverable 1.2 – Participation and facilitation of calls/meetings with project team, partners, or community.

Deliverable 1.3 –Written summaries of calls/meetings including outcomes and assigned action items.

Phase II: Task 2: Equitable Public Engagement Strategy

As outlined in Phase 1-Memo 2: Summary of Engagement, the contact list of interested Park Avenue project area community members was expanded. Phase 1 also established preliminary key themes of common interests and priorities among all commercial and residential interests. This information and outreach set a strong foundation for additional engagement including with under-represented groups and interests.

Based on the research and recommendations in Phase 1, the consultant shall prepare a final engagement strategy. Implementation of the strategy should include:

- Use of engaged community members to assist with outreach events and strategies to draw in a wider public;
- Various interactive engagement techniques, including hands-on exercises to engage and educate stakeholders about the relationship between walkability, density, public safety and parking, about sustainable systems design practices and reporting back to participants so that the community can see how their comments have been reflected in the development and design standards;
- Efforts to involve people from under-represented populations (including people with disabilities, racial and ethnic minorities, low-income people, and people of all ages); and
- Specific practices to help ensure that participants feel their views and ideas have been heard, even if not adopted.

Equitable Engagement

Meaningful and necessary engagement should occur throughout the project. Defining how the Park Avenue project area develops should include as many various perspectives as possible. In order to effectively engage the diverse population identified in Memo 1, as well as the under-represented residential and business communities, significant collaboration with the Oak Grove Elementary School will be needed to reach the desired population and address issues pertaining to their children that allow for meaningful engagement. Furthermore, several residents within the Park Avenue community expressed a desire to lead more tactical outreach with surrounding residents such as “door knocking” with project information and community events such as BBQs in the transit plaza. Phase II will need to intentionally engage these volunteers and allocate resources to community events that will not only

enhance project understanding, but enhance social connections throughout the project area. Finally, the organizations listed in Memo 1 will be engaged to assist with outreach to the broader community.

The consultant team in Phase II will allocate time to managing local residents to implement the actions outlined above. Additionally, the community stakeholders within the ½ mile radius are encouraged to work with Clackamas County staff to potentially secure grants to bring in national speakers regarding outcomes associated with the identified key themes.

Deliverable 2.1 – Final Equitable Public Engagement Strategy – The Final Equitable Engagement Strategy shall include outreach tools to incorporate the stakeholders identified during Phase 1; activities that engage the community in a variety of ways and provide ways for the broader community to be engaged throughout the project. It shall be reviewed and approved by the Park Avenue Community Advisory Committee.

Governance Structure

The Park Avenue Community Advisory Committee (PACAC) will have a direct relationship with the consultant. The consultant will be responsible for working with the GMT, Technical Advisory Committee (TAC) and the Park Avenue Community (Community) to prepare the recommended deliverables throughout Phase II. The PACAC will develop the final recommendation in collaboration with the consultant to the Planning Commission, with technical support (i.e. staff reports, presentations, etc.) from the GMT. The proposed governance structure for Phase II and PACAC membership are outlined in Attachment A.

Deliverable 2.2 - Meeting preparation, facilitation and meeting summaries for up to eight (8) Park Ave Community Advisory Committee Meetings.

Deliverable 2.3 - Meeting preparation, facilitation and meeting summaries for up to three (3) Park Ave Technical Advisory Committee Meetings

Phase II: Task 3: Anti-displacement Strategy

The development Anti-Displacement Strategy will be completed in parallel with the work of the Framework Plan and Development and Design Standards. The PACAC shall be provided opportunities to discuss and develop recommendations for the Anti-Displacement Strategy.

New private development is sought after to provide necessary housing and desirable employment and amenities such as restaurants and neighborhood retail that serve the community. It is important to thoughtfully consider how this new investment will increase residential and business rents. There are organizations to engage and programs to implement that can proactively curtail displacement and allow existing residents and businesses to remain in the area if they choose to do so. Phase II must include a specific strategy of organizations and programs needed to preclude displacement. This strategy should be prepared at the outset of the project to engage organizations as early as possible before private investment occurs.

The Anti-Displacement Strategy shall include strategies to preserve housing affordability, retain existing neighborhood businesses, and help families achieve economic self-sufficiency. It shall be incorporated into the overall Implementation Action Plan. An example of the type of document

expected from this deliverable is the “Not in Cully: Anti-Displacement Strategies for the Cully Neighborhood.” Examples of the types of strategies it could include are:

Residential

- Acquiring and setting land aside for affordable housing development
- Preserving apartment housing and discouraging housing demolition and requiring one for one replacement of affordable housing for any demolished low-income housing
- Providing information about tenant rights, foreclosure, home values, and financial programs available to residents
- Providing direct assistance and information to lower home utility and maintenance costs
- Providing affordable childcare to working parents
- Support community lead organizations engagement

Businesses

- Provide financial and technical assistance and counseling/education to small business owners
- Require affordable workspace options in mix-use developments
- Facilitate effective communication and collaboration among diverse partners
- Actively engage the local McLoughlin Area Business Alliance (MABA) in the process
- Community Development Fund or Local Improvement District to financially assist businesses in project area

Discussion of the Anti-Displacement Strategy shall be conducted with the PACAC through the project.

Deliverable 3.1 – Anti-displacement strategy for implementation during the project and after adoption of new or revised standards. It shall be incorporated in to the Implementation–Action Plan

Phase II: Task 4: Create Park Avenue Guiding Principles (aligned with MAP)

The creation of the Park Ave Guiding Principles (which will be aligned with the MAP Guiding Principles) shall be led in partnership with the Mcloughlin Area Plan-Implementation Team (MAP-Team) and the Park Ave Community Advisory Committee.

Phase 1 largely prioritized existing MAP projects and programs established in 2012 as outlined below under Guiding Principles. However, these established principles do not fully consider

- 1) Neighborhood Livability urban design trends and metrics identified in Memo 1 that are needed to achieve desired outcomes such as walkability; and
- 2) Modern planning issues such as disaster resilience, shared mobility, the circular economy, etc. This means issues of sustainable energy, water, waste, food systems, etc. will all come to the forefront as will new designs for the street of the future, new housing types, and new forms of mobility that should be considered.

Updated Park Avenue Guiding Principles are necessary to document the values that the community views as most important. They should be informed by the Key Themes presented and discussed with stakeholders at the April 9, 2019 community meeting. These Guiding Principles will provide clarity for the consultant in Phase II regarding issues in which there is broad consensus or, conversely, issues

which require more education and discussion. The overall intent is to efficiently and effectively utilize the stakeholder input provided to date. Phase II should build off the work in Phase 1, not repeat it. Furthermore, Park Avenue Guiding Principles will align with currently adopted MAP Guidelines to ensure consistency in policy direction.

Before embarking on physical design and development standards, the community should be engaged to verify priorities and understand potential trade-offs to achieve them. The Park Ave Community Advisory Committee (PACAC) and community members should provide community education events and other forms of equitable engagement for a variety of stakeholders to learn about and discuss urban design trends needed to achieve desired outcomes. For example, many stakeholders expressed support for such items as a walkable district or night-time safety on the Trolley Trail without recognizing what is needed to achieve these things: mostly residential density. Residential density provides the rooftops to support development of services. Connectivity helps people get to and from these services, and safety comes from “eyes on the street” forms of development. Some education on how all these things are interconnected and mutually supportive will help people understand trade-offs and desired outcomes.

In addition, identifying actions needed to support increased residential development in the appropriate locations along the Mcloughlin Corridor should be included in this phase of the project.

The initial development of the Park Ave Guiding Principles shall be led by the Park Ave Community Advisory Committee with the support of the Grant Management Team. While the consultant selection and the contract is being finalized, the Park Ave Community Advisory Committee shall meet to discuss the background to the Park Ave Guiding Principles, including MAP Guiding Principles and the key themes identified during Phase 1. After the consultant work begins, the two education workshops shall be conducted and the Park Ave Guiding Principles finalized by the Park Ave Community Advisory Committee. The consultant shall prepare the final document of the Park Ave Guiding Principles, and these shall be used as the foundation for the Framework Plan.

Deliverable 4.1 – Preparation of information related to Neighborhood Livability and modern planning issues (as outline below) that will be used during the two Park Ave Guiding Principles educational workshops:

- Neighborhood Livability urban design trends and metrics identified in Memo 1 that are needed to achieve desired outcomes such as walkability; and
- Modern planning issues such as disaster resilience, shared mobility, the circular economy, etc. This means issues of sustainable energy, water, waste, food systems, etc. will all come to the forefront as will new designs for the street of the future, new housing types, and new forms of mobility that should be considered.

Deliverable 4.2 – Up to two education workshops to discuss best practices for land use regulations and development in mixed-use zones, with projects, tools and strategies to maximize:

- Transit-supportive development
- Long-term affordability and affordable housing
- Sustainability

- Local economic benefit
- Living-wage work
- Community health
- Natural environment
- Collaboration

Deliverable 4.3 Documented Park Avenue Guiding Principles (aligned with MAP) that are unique to the Park Avenue project area and set the foundation for Phase II: Task 5: Framework Plan.

Phase II: Task 5: Framework Plan

Once the Park Avenue Guiding Principles are established, it is important to create a graphic “framework plan” that provides clear guidance to the current property owners, business owners and residents, as well as potential new developers, regarding the vision for the Park Ave area. The framework plan will clearly delineate elements on a map such as future pedestrian and bike connections, locations for new housing or employment uses, and how side streets can develop all within the context of the approved Park Avenue Guiding Principles. The framework plan will only be finalized with the support of the PACAC and community members.

To garner support of area land owners and the development community, the framework plan should include development opportunity areas that illustrate site-specific design interventions with supporting development pro formas to ensure that the plan is economically practical, contributes to the creation of a sense of place and makes market sense. This will not only keep the framework plan grounded in market reality, but also serve as an important tool for property owners to understand how the value of the property will increase with more development opportunities allowed through new design and development standards.

It will also be important to distinguish between the high specificity of a master plan versus the conceptual systems-level detail of a framework plan. The framework plan must be organized for flexibility and to encourage organic, catalytic growth and change. The framework plan should focus on development strategy, urban design principles, potential options for development, design precedents, circulation and parking strategies, and site development vignettes.

Deliverable 5.1 – Framework plan graphic showing development opportunity areas, potential connections, public open space opportunities, and types of development and densities. The Framework Plan will

- Delineate elements on a map such as future pedestrian and bike connections;
- Locations for new housing or employment uses; and
- How side streets can develop all within the context of the approved Park Avenue Guiding Principles.

Deliverable 5.2 – Framework Plan incorporating Park Avenue Guiding Principles and information on plan implementation.

- Focus on development strategy;
- Include urban design principles;

- Identify potential options for development; and
- Include design precedents, circulation and parking strategies, and site development vignettes.

Phase II - Task 6: Draft and Refine Development and Design Standards

Development and design standards for the Park Avenue project area shall be created that achieve the desired graphic vision of the Framework Plan and support the guiding principles. It will be important to include adequate parking and design standards to minimize impacts on residential areas.

Furthermore, creating agreements with the Oregon Department of Transportation (ODOT) pertaining to McLoughlin Boulevard will be important to proactively involve ODOT in achieving shared objectives for pedestrian safety that are aligned with automobile and truck mobility.

It is strongly recommended that the new standards are as flexible as possible to allow new uses to enter the area aligned with market conditions. For example, rather than recommending that retail be mandated on the ground floor of all new mixed-use development, it may be more appropriate to mandate “active uses” on the ground floor. These could include retail but could also include community space, day-care, art galleries, small-scale makers’ spaces and a variety of other pedestrian-friendly activities. Regulations should mandate pedestrian activity and walkability through good design that includes lighting, signage, landscape, and building transparency as well as active uses. The regulations should also support the development of residential uses along the corridor.

The expected outcome of Task 6 is to have proposed amendments to the Zoning and Development Ordinance that:

- Are enforceable, realistic and, as appropriate, incremental;
- Provide a clear path to achieving community goals;
- Are outcome-based;
- Reflect the input from and are widely-supported by developers, property owners and the public;
- Incorporate lessons learned from tests on actual or hypothetical sites;
- Are consistent with best practices, opinions and findings discovered in Phase 1 and throughout the Phase II process, including the findings of the Phase 1 Neighborhood Livability assessment, and the McLoughlin Area Plan (MAP) community values and vision, and
- Facilitate incremental shifts toward the intended development goals for the area.

Deliverable 6.1 –Draft Development and Design Standards for the commercial and multi-family residential areas, as identified in the Framework Plan. These standards shall:

- Achieve the desired graphic vision of the Framework Plan and support the guiding principles;
- Include adequate parking and design standards to minimize impacts on residential areas; and
- Involve ODOT in achieving shared objectives for pedestrian safety that are aligned with automobile and truck mobility.

Deliverable 6.2 - Summary of application of the draft standards tested on actual and/or hypothetical sites/opportunity areas in the Framework Plan, with an assessment of how well the standards:

- Illustrate the outcomes and reflect MAP values and community input;
- Are effective in meeting the **Park Avenue Guiding Principles** developed in Deliverable 4.3;
- Respond to the real estate market / developer needs while maintaining the integrity of the community vision and values for new development; and
- Are economically feasible for the preferred development types (including a feasibility analysis of actual or hypothetical sites to test the economic viability of proposed standards).

Deliverable 6.3 – Proposed development and design standards report including proposed zoning codes, map amendments, and outline of process necessary for adoption.

Phase II- Task 7: Implementation Action Plan

The expected outcome for the Implementation Action Plan is clear communication and understandable materials to facilitate implementation of the Framework Plan and the new design and development standards. In addition, the Implementation Action Plan is expected to provide guidance on any other recommended activities the County and community can take to support desired development in the area, taking into account findings from the Phase I livability assessment for nearby residential areas. The consultant team will produce the following deliverables:

Deliverable 7.1 – Action plan of specific projects or programs necessary to implement the Framework Plan. Action plan will identify a specific organization and roles responsible for leading project completion, timeframe and metric. The Action Plan shall incorporate the recommendations included in the Anti-Displacement Strategy. The types of projects or program that could be included in an Action Plan, but not limited to, are listed below:

- Establish a “Champion” to help oversee the project area consistent with the project goals and vision;
- Develop a toolkit to identify various financial and technical assistance available to residents and business owners/renters;
- Establish a Park Avenue Business District in concert with MABA;
- Develop measuring matrices to monitor neighborhood change; and
- Develop an incentives toolkit (private and public partnerships)

Deliverable 7.2 – Phase II: Presentation to the Board of County Commissioners. The materials presented to the BCC shall include the following reports:

- **Anti-displacement Strategy**
- **Public Engagement Report** – A comprehensive public engagement report that documents the engagement process undertaken and reports on performance measures to describe the success of the public engagement plan. Report should include all visual communications, graphic materials and meeting summaries.
- **Park Avenue Guiding Principles and Framework Plan**

- **Summary of Proposed Development and Design Standards** - Adoption-ready maps and code text amendments for the Planning Commission and County Commission, including County Zoning & Development Ordinance amendments to implement the proposed development and design standards, and recommended zoning and other policy changes to support future development and livability.
- **Implementation Action Plan**

Community Engagement Strategy

Park Avenue Community

Phase 2 Design and Development Standards Project

The following describes the Community Engagement Strategy for Phase 2 of the Park Ave Community Development and Design Standards project. It outlines important elements to be included in the charter for the Park Avenue Community Advisory Committee (PACAC). In addition, it defines the organizational structure and decision-making process for the project, including the Grant Management Team, the Technical Advisory Committee, PACAC membership and responsibilities, and expectations for PACAC participation and attendance, communications and meeting protocol.

The strategy outlined below specifically addresses:

- Use of engaged community members to assist with outreach events and strategies to draw in a wider public;
- Various interactive techniques to engage the broader community, including reporting back to participants so that the community can see how their comments have been reflected in the development and design standards;
- Efforts to involve people from under-represented populations (including people with disabilities, racial and ethnic minorities, low-income people, and people of all ages), and
- How the plan will work to ensure that participants believe their views and ideas have been heard, even if not adopted;
- The appropriate roles and responsibilities for deliberation and decision-making for code adoption, including the role, composition and authority of any advisory committees (or other groups/committees that should be used during the project), project staff, consultant team members, the Planning Commission, Board of Commissioners and any other parties that need to have a role in developing, vetting and approving urban policy for the county.

In addition, throughout the Phase 1 process, community members conveyed that they want to be actively engaged with the outreach to existing residents that may be under-represented. Community volunteers would like to implement specific outreach efforts such as door-knocking or the hosting of community events such as a BBQ to build connections with fellow residents and meaningfully engage community members. These efforts are important to foster collaboration and trust throughout the Park Avenue community and sustain ongoing efforts to build the desired community. It is recommended in Phase 2 that the selected consultant include in the scope of work the appropriate time and budget to manage the volunteers and constructively incorporate their volunteer efforts into the public engagement strategy.

Project Purposes

The purpose of implementing Phase 2 is to encourage and increase employment, housing, and economic diversity along the McLoughlin transit corridor at the Park Avenue station in accordance with community aspirations. Redevelopment often impacts existing affordable housing, half-way houses, weekly rental motels, manufactured home parks, small businesses, and other existing commercial uses. Programs to preclude the cycle of gentrification and displacement will be implemented early in the project process.

Ultimately, the project aspires to create design standards to enable commercial development that promotes community goals; reinforces community identity; and generates a competitive market for new and diverse employment, multi-family housing and mixed-use opportunities.

The Park Avenue Community project area consists of the ½ mile radius surrounding Park Avenue station within unincorporated Clackamas County. The final boundary may shift slightly to align with adjacent roadways such as Courtney Road and property lines in order to make recommended design and development standards that align with tangible boundaries.

Project Organizational Structure and Decision Making

The Project will be supported by a Grant Management Team, provided technical input from a Technical Advisory Committee and have a Park Ave Community Advisory Committee that is responsible for providing leadership and guidance regarding the community perspective regarding elements brought forward during the project. Together these groups will be responsible for receiving community input, evaluating technical information and making recommendations. Ultimately, the package of recommendations that have been moved forward by the PACAC will be presented to the Clackamas County Planning Commission. The Planning Commission considered the proposal and develops a recommendation to the Board of County Commissioners. The Board of County Commissioners will hear the recommendation from the Park Ave Community Advisory Committee, the Planning Commission as well as holding a public hearing before making their final decision on elements to be adopted or amended into the Clackamas County Comprehensive Plan and the Zoning Development Ordinance.

Park Avenue Community Advisory Committee (PACAC)

The PACAC serves in an advisory capacity and its input will inform the development of the recommendations (or options) submitted to the Planning Commission. The PACAC is responsible for providing feedback regarding proposed design and development standards that implement the vision of future development for the Park Avenue Community project area. The PACAC should strive to help the consultants craft and recommend approaches and solutions that are workable for a wide range of needs and interests. The group should engage in open, respectful and constructive dialogue to ensure that potential solutions and recommendations are well tested and that diverging opinions are aired, discussed, and documented. Thoughtful expression of differing perspectives will help inform balanced solutions and, as much as possible, lead to consensus.

PACAC members acknowledge that their role is to provide advice and help develop recommendations. Members serve for only 12-18 months. Upon project completion the PACAC is no longer a formal body serving the Park Avenue community.

Park Avenue Community Members (Community)

In order for the final project deliverables of Phase 2 to be adopted and supported, there must be substantial community input. Broad engagement of residents, business owners, and property owners within the ½ mile radius is critical to establish the Park Avenue Guiding Principles and subsequent deliverables. Community member engagement will be managed and summarized by the consultant team to shape recommendations submitted to the PACAC. Assistance with some of the engagement implementation (e.g. door-knocking) will be provided by community stakeholders.

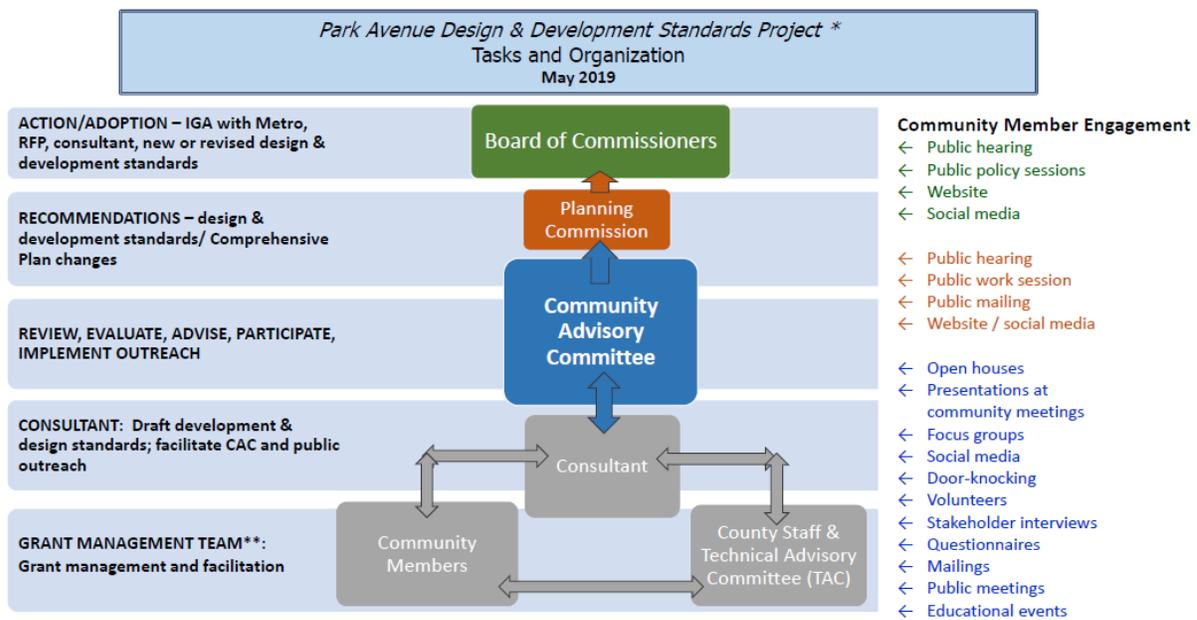
Grant Management Team (GMT)

The Grant Management Team will be made up of Clackamas County planning, economic development and community engagement staff, a representative of MAP-IT, a representative of Metro and the consultant lead. The GMT will be responsible for management of the project and overseeing development of draft design and development standards to be reviewed by the Park Avenue Community Advisory Committee (PACAC) and the Technical Advisory Committee (TAC). The Consultant Project Manager will oversee the consultant team that will include experts in the implementation of design and development, equitable public engagement, and public-private real estate development and equitable/sustainable community design.

Technical Advisory Committee (TAC)

The TAC is responsible for providing feedback regarding technical code standards and requirements that regulate design and development standards. The TAC will note if any proposed design and development standards recommended by the GMT conflict with existing regulations and comment on appropriate action needed to determine feasibility of proposed standards.

The diagram below depicts the roles and responsibilities for deliberation and decision making for the project:



**This project is funded by a grant from Metro to Clackamas County and the McLoughlin Area Plan Implementation Team (MAP-IT), with matching funds from Clackamas County.*

***Grant Management Team (GMT): County staff (Transportation & Development; Business & Economic Development); consultant; Metro.*

Park Avenue Community Advisory Committee Membership

The PACAC will be made up of project area residents, commercial property, and business owners within the ½ mile radius of the Park Avenue Station, as well as representatives of broader interests that are impacted by the project.

The membership will provide a balanced representation of geographic and special interest stakeholders, including residents, businesses, and commercial property owners within the project area, and diverse representation including a balance of races/ethnicities, gender, age, sexual orientation, ability, family structure, etc. At least two of the representatives will be from marginalized communities that are often under-represented in the decision-making process, including people of color and those with lower incomes.

The members will be recommended by Clackamas County with review by Metro and final appointment by the Board of County Commissioners. Members will be nominated in the following fashion:

Clackamas County will nominate up to 10 representatives from within the project area as follows:

- 1 resident that is a home owner
- 1 resident that is a mobile home owner or renter
- 1 resident that is a renter in a multi-family residence
- 1 resident that is a renter in a single-family residence
- 1 MAP-IT residential representative
- 2 business owners
- 2 commercial property owners (not residential)
- 1 owner or manager of a multi-family residential property or mobile home park

Clackamas County will nominate 8 community representatives with expertise in the following areas of special interest as follows:

- 1 representative of senior interest group
- 2 representatives of youth interest groups
- 1 representative of Oak Grove Elementary School
- 1 representative multi-modal transportation interest
- 1 representative of natural habitat protection and enhancement
- 1 representative of affordable housing advocacy group
- 1 representative of a social justice advocacy group

Technical Advisory Committee (TAC) Membership

The TAC will be made up of staff members from Clackamas County, Metro and ODOT with expertise in planning, bike/pedestrian transportation, engineering, community engagement, affordable housing, parks and open space design. Technical Advisory Committee members may be added if additional expertise is needed. The TAC will make recommendations to the PACAC on the proposed standards and other project elements.

- 1 representative of Metro
- 1 representative of ODOT
- 1 representative of TriMet
- 1 representative of Affordable Housing Developer
- 1 representative of commercial development or leasing (not with interests in the area)
- 1 representative of Clackamas County Housing Authority
- 1 representative of Clackamas County Economic Development
- 1 representative of Clackamas County Transportation
- 1 representative of North Clackamas Parks and Recreation District

“OTHER” Answers to April 9-19, 2019 Park Ave Community Project Survey

Question 1: My connection to the Park Avenue project area within 1/2 mile of the Park Ave light-rail station is:

Other

- Live nearby off Lake Rd and go to this area frequently
- member of elks lodge
- live within 2 miles of the Park Ave light rail station
- Elk member
- 2 miles from park ave train station
- Oak Grove
- ELKS MEMBER
- Elks member

Question 2: Key Theme #1: Focus the project on the area 1/2 mile from the light-rail station. Please select your preference below to complete this sentence: In Phase 2 of the Park Ave Community Project, study the following unincorporated areas within a 1/2-mile radius of the light-rail station:

Other

- I don't understand this question
- Focus on McLoughlin only. Preserve and Protect Neighborhoods is not mentioned.

Question 3: Key Theme #2: Enhance connectivity. Do you agree or disagree with the following statement: In Phase 2, study connectivity throughout the project area (but not automobile connections across the Trolley Trail).

Other

- Misleading, of course we should not build roads across the trail but not build roads at the expense of neighborhoods or less parking. Lack of parking is a major issue since the light rail station was built, which is why Milwaukie dumped the station parking away from the city
- Prefer connectivity via River Road/Trolley Trail, Oatfield is already another McLoughlin Blvd.

Question 4: Key Theme #3: Encourage employment along McLoughlin Boulevard. Do you agree or disagree with the following statement: In Phase 2, explore how to develop new types of employment uses such as craft manufacturing or professional services along McLoughlin.

Other

- Craft manufacturing needs to stay on International Way. I support offices paying a living wage job.
- That's likely to develop ugly, monotonous endless streets like lower McLaughlin.

Question 5: Key Theme #4: Increase workforce housing. Do you agree or disagree with the following statement: In Phase 2, study how more affordable/workforce housing (e.g., apartments, duplexes) can be provided within the commercial zone along McLoughlin Boulevard.

Other

- Only agree if the jobs pay more than the Blvd average, do not support substituting housing on employment commercial zones
- Agree, and not so much on the side streets

Question 6: Key Theme #5: Focus on the side streets first for development. Do you agree or disagree with the following statement: In Phase 2, study other areas feasible to develop affordable/workforce housing such as River Road or roads perpendicular to McLoughlin Boulevard.

Other

- Should not specify River Rd and not others. Change to only "roads perpendicular to McLoughlin Blvd at nodes"
- Disagree, protect neighborhoods from lowering income levels that will drive demographics negatively discouraging Trader Joes and higher end restaurants, worry about limiting parking requirements causing jammed streets like Portland
- Agree. but not on Park Ave

Question 7: Key Theme #6: Natural areas are an asset, not a barrier. Do you agree or disagree with the following statement: In Phase 2, study how natural areas can be enhanced and integrated with development.

Other

- change to "...can be protected and enhanced, when integrated ..."
- Agree, more development in neighborhoods will cause more trees to be cut

Park Avenue Open House Comments on Boards for Proposed for Phase 2

Task 2-1:

- Look at Young Planning Professions from ISOCARP – International Society of City and Regional Planners report as background

Task 2-3:

- PNC tax credit capital / a group that would be good to talk about funding affordable housing

Task 2-5:

- Concern about “side streets first” will more focus off McLoughlin
- Distrust the statement that “No one” wants to live on McLoughlin
- Look at development of car dealerships and large property holdings
- Pause for questions during presentation:
 - o “Expand” study area to include side streets
 - o “Additional vehicular crossings at Trolley Trail (there already have vehicular crossings)

Task 2-6:

- Concerned about off-street parking