



November 24, 2020

Board of County Commissioners:

At the Park Ave Community Project BCC Planning Session on Dec. 2, staff will ask the BCC to take two actions:

1. Acknowledge the work of the Park Avenue Community Advisory Committee and
2. Approve moving forward the proposed, draft Development and Design Standards recommendations into the zoning code amendment process.

At this time the BCC is not being asked to take any action on the proposed development and design standards – that will come later, if the BCC gives direction to move this process forward.

The Development and Design Standards recommendation that would move forward into the zoning code amendment process are the types of changes the PACAC and staff recommend be made to support the built environment envisioned in the Park Ave Guiding Principles and Framework Plan.

That zoning code amendment process, which would take place during the first half of 2021, would include additional outreach to commercial property owners and project area residents, development of refined amendment language, Planning Commission public hearings, development of a Planning Commission recommendation to the Board and a BCC public hearing with the BCC -- all before the BCC is asked to make a final decision.

The recommended standards include the following types of changes in the Park Ave Community Project area within ½ mile of the Park Ave light rail station:

General Commercial (C-3) lands:

- Increase housing opportunities by allowing higher residential density
- Allow more opportunities for small-scale manufacturing
- Limit new auto-oriented uses
- Reduce on-site parking requirements

Medium Density Residential (MR-1) lands:

- Allow cottage cluster housing at higher densities

Both C-3 and MR-1 lands:

- Require new pedestrian and bicycle connections
- Scale building and site design to match the characteristics of the streetscape through changes to the setback requirements

The PACAC members look forward to providing you with the background for these recommendations at the Wednesday, December 2nd BCC Planning Session.

Sincerely,

Karen Buehrig,
Long Range Planning Manager

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: Dec 2, 2020 **Approx. Start Time:** 10 AM **Approx. Length:** 1.5 hours

Presentation Title: Park Avenue Community Project, Phase II – Outcomes and Recommendations

Department: Transportation & Development – Long-Range Planning and Park Ave Community Advisory Committee (PACAC)

Presenters: Karen Buehrig, Long Range Planning Manager; Valerie Chapman, Chair, PACAC; Ann Muir, Vice Chair, PACAC; Craig Van Valkenburg, PACAC member; Erin Reome, SERA Architects

Other Invitees: Dan Johnson, DTD Director; Jennifer Hughes, Planning Director; Cheryl Bell, Assistant Director of Development DTD; Lorraine Gonzales, Senior Planner; PACAC community members; consulting team; Ellen Rogalin, Community Relations Specialist

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

1. Acknowledge the work completed and recommended by the Park Ave Community Advisory Committee for the Park Avenue Community Project, Phase II, including the Guiding Principles, Framework Plan and proposed Development and Design Standards.
2. Direction to move the development and design standards proposals forward to the Planning and Zoning Division to begin the process of amending the Zoning and Development Ordinance (ZDO) and, as needed, the Comprehensive Plan for this project area, with the understanding that this would include additional outreach and engagement with the residential and business community in the project area.

EXECUTIVE SUMMARY:

Background and purpose

Since 2017, when the McLoughlin Area Plan Implementation Team (MAP-IT) submitted a project to be considered as a part of the Long Range Planning Work Program, staff has worked with community members to access funding, complete a community assessment and finally, undertake the Park Ave Community Project for the unincorporated area within ½-mile of the Park Ave Light Rail Station (Attachment 1).

In addition to the various ways this project supports Clackamas County and DTD Performance Clackamas goals (see specifics below), it also supports projects and programs in the [5 Components of the McLoughlin Area Plan](#) that was approved by the BCC in March 2016. The Guiding Principles of the Park Ave Community Project support many of the McLoughlin Area Plan Guiding Principles, as well as completes a Community Design Plan for the portion of the McLoughlin Blvd area within one-half mile of the Park Ave Light Rail Station. The recommended development and design standards are foundational in that, if adopted, they will be the land use action needed to support the area’s ability to “develop commercial or mixed-use activity clusters at targeted locations within the plan area,” which is a project identified in the [5 Components of the McLoughlin Area Plan](#).

PHASE II TIMELINE:

- June–August 2019: County staff, MAP-IT representatives and community members develop a Request for Proposals (RFP), create a Community Advisory Committee (CAC) and select a consultant
- July–August 2019: 17 residents and business owners appointed to the CAC

- August 2019–November 2020: CAC meets monthly (except March 2020)
- February-March: Development of guiding principles includes CAC meetings, a community walking tour, public workshop and survey
- March-April: COVID-19 pandemic begins; an initial “get-to-know Zoom” meeting is held to keep the project on track
- May: Development of framework plan alternatives
- June-July: Public online presentation and survey about framework plan alternatives
- August: Development of draft concepts for design and development standards, based on guiding principles, framework plan and community input
- September: Online workshop and survey to share information and gather public input on the draft development and design standards
- October-November: Revisions and final CAC approval of recommended design and development standards to present to the Board of Commissioners

Park Ave Community Advisory Committee (CAC)

The CAC, which met 16 times during the 16-month project, was integral to creation of the products of the Project. The members were appointed by the BCC in August 2019 and helped select the project consultant. The Chair and Vice Chair were also active members of the Grant Management Team that met 32 times over the course of the project. CAC members played active roles in community workshops, focus groups and other outreach activities.

Park Ave Community Project Guiding Principles and Framework Plan

A presentation on the Park Ave Community Project Guiding Principles and Framework Plan was provided to the BCC on August 18, 2020. The [BCC Policy Session worksheet](#) prepared for that session reviews the background of both the documents.

Guiding Principles (Attachment 2)

The Guiding Principles were written and agreed upon by the Community Advisory Committee based on community feedback and the members’ own visions for their neighborhood. The initial inspiration was drawn from images of places CAC members enjoy and the elements of those places they would like to see in the Park Ave neighborhood. This initial work helped to refine the six key themes that were the focus of a public workshop held on February 22, 2020. Feedback from the February workshop was then distilled by the CAC into six Guiding Principles.

1. Increase employment opportunities, promote innovative business ventures and enhance access to business and community services amenities, while remaining sensitive to existing businesses adjacent to transit, along McLoughlin and along the near side streets.
2. Increase the diversity and accessibility of housing choices adjacent to transit along McLoughlin and along the near side streets, while maintaining sensitivity to existing residences.
3. Provide safe locations, crossings and connections for walking, biking, transit and parking.
4. Cultivate a heart and hub of neighborhood activity supported by a network of community gathering spaces that are safe and welcoming both day and night.
5. Treat natural systems as a benefit and an integral part of our community identity by preserving, promoting and enhancing native natural elements at a variety of scales.
6. Promote a healthy and resilient community, sustainable systems, and infrastructure.

Framework Plan (Attachment 3)

The Park Ave Framework Plan is a design plan for the area along McLoughlin within 1/2 mile of the Park Ave Light Rail Station, and addresses certain aspects of the community design plan identified in the McLoughlin Area Plan. It was created based on the Guiding Principles listed above, drafted by the Community Advisory Committee, and was informed by community survey input, focus groups and interviews with developers and area property owners.

Framework Plan components include:

1. Land use and development character
2. Landscaping and planting improvements
3. Active street design
4. Crossing improvements
5. New and future bike and pedestrian connections; improvements to existing connections
6. Neighborhood activity hub

Development and Design Standards (Attachment 4)

The recommendations for changes to development and design standards for the project area would amend the Zoning and Development Ordinance (ZDO) and Comprehensive Plan to support land use in the project area in a way that promotes the future development in the area as identified through this project and previous McLoughlin Area Plan processes.

The standards recommendations focus on supporting the following changes to the land zoned General Commercial and Medium Density Residential in the ½-mile study area.

- General Commercial (C-3) lands:
 - Increase housing opportunities by allowing higher residential density
 - Allow more opportunities for small-scale manufacturing
 - Limit new auto-oriented uses
 - Reduce on-site parking requirements
- Medium Density Residential (MR-1) lands:
 - Allow cottage cluster housing at higher densities
- Both C-3 and MR-1 lands:
 - Require new pedestrian and bicycle connections
 - Scale building and site design to match the characteristics of the streetscape

These changes work together to guide the land uses, as well as site and building design, that are best suited for a walkable community and support the Guiding Principles and Framework Plan. These recommended amendments, however, are only one of many actions that will be needed to help the Park Ave Framework Plan come to life for residents, businesses, property owners and travelers in the area.

Implementation (Attachment 5)

While changes to the Development and Design Standards can create the opportunity for the area to develop in a way that supports the community vision, there are many other actions that need to occur over time to help facilitate the transition. These actions, which are beyond the scope of the ZDO, require the involvement of various departments, organizations and the community to be implemented. The Implementation document includes a list of actions identified by the consultant team, as well as a community business investment strategy and a memo on residential anti-displacement best practices.

Public Engagement (Attachment 6)

Engagement was focused on the residents and business people who live, work, own property and/or travel through the project area. Throughout the project, an email list with 350 contacts was notified of all PACAC meetings as well as the three workshops and three surveys that were used to gather input.

There are 971 tax lots in the project area that were notified by mail about the project initiation, the first project workshop, the final workshop and survey. Eighty percent of area properties are single-family residential, 14% are multi-family residential and five percent are commercial.

While US Census Tract boundaries do not align exactly, Census Tract 212 generally approximates the area, with the addition of land as far west as the Willamette River. In 2018,

there were 4,000 people in this census tract. The attached Public Engagement report include the demographic breakdown for Census Tract 212.

During the project, there were three public workshops/presentations and three online surveys. The complete results of the Framework Plan and Development and Design Standards Surveys are included in the Public Engagement report.

Outreach activity	Participants
Guiding Principles Workshop	40+
Guiding Principles Survey	8
Framework Plan Online Presentation	25
Framework Plan Survey	288
Development and Design Standards Online Presentation	15 (+116 online)
Development and Design Standards Survey	126

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? \$185,000

What is the funding source? Metro 2040 Community Planning and Development Grant

STRATEGIC PLAN ALIGNMENT:

How does this item align with your Department’s Strategic Business Plan goals?

The project addresses the Department of Transportation and Development’s (DTD) Performance Clackamas Strategic Business Plan, as it is a project that is on the Long Range Planning Work Program.

By completing this stage of the project and moving the recommendations forward into the ZDO amendment process:

Department of Transportation and Development customers will experience improved engagement regarding projects and policies, as evidenced by:

- ▶ By 2021, implement project debriefs to improve outreach and community engagement efforts.
- ▶ By 2022, DTD will see an increase in underrepresented communities participating in project and policy community engagement efforts.

Long Range Planning Program Result

- ▶ 75% of the adopted work program completed within the planned year

How does this item align with the County’s Performance Clackamas goals?

The recommended development and design standards provide the opportunity for more housing units to be accommodated within the planning area. The Guiding Principles and Framework Plan speak directly to supporting a healthy and active lifestyle by focusing on creating walkable communities, which support additional housing, job opportunities and various modes of transportation. Finally, the work supports efforts to stimulate the development of workforce housing by increasing the density of housing within the commercial area, as well as the introduction of cottage cluster housing within the MR-1 zone.

Ensure safe, healthy and secure communities

- **Result:** By 2025, 1,500 affordable housing units will be developed.

Policy Perspectives

- Healthy and Active Lifestyle, guiding housing, transportation, and land use policies and decisions

Key Initiatives

- Coordinating efforts to stimulate the development of Workforce Housing for those with 60% or less of the Area Median Income.

LEGAL/POLICY REQUIREMENTS:

Amendments to the ZDO and Comprehensive Plan would be initiated and acted on using the routine set processes for such amendments, including public hearings before the Planning Commission and Board of County Commissioners.

PUBLIC/GOVERNMENTAL PARTICIPATION:

The project included extensive public engagement through mailings, email notifications, website, surveys, in-person and online workshops, focus groups, interviews and social media.

OPTIONS:

1. Acknowledge the work completed by the Park Ave Community Project, Phase II, including the Guiding Principles, Framework Plan, proposed Development and Design Standards, and Implementation Actions to consider for the future.
2. Direct staff to move forward the proposed Development and Design Standards to the Planning and Zoning Division to begin consideration of amendments to the Zoning and Development Ordinance and Comprehensive Plan, working through the routine process with the Planning Commission and Board of Commissioners, with outreach to the residential and business community.
3. Direct staff not to move forward with the proposed Development and Design Standards at this time.

RECOMMENDATION:

The Park Ave Community Advisory Committee and project staff respectfully recommend that the BCC take the following actions:

1. Acknowledge the work completed by the Park Ave Community Project, Phase II, including the Guiding Principles, Framework Plan, proposed Development and Design Standards, and Implementation Actions to consider for the future.
2. Direct staff to move forward the proposed Development and Design Standards to the Planning and Zoning Division to begin consideration of amendments to the Zoning and Development Ordinance and Comprehensive Plan, working through the routine process with the Planning Commission and Board of Commissioners, with outreach to the residential and business community.

ATTACHMENTS:

- Attachment 1: Park Ave Study Area and Zoning map
- Attachment 2: Park Ave Guiding Principles
- Attachment 3: Park Ave Framework Plan
- Attachment 4: Development and Design Standards Overview
- Attachment 5: Implementation
- Attachment 6: Park Ave Community Project Public Outreach Overview
- Attachment 7: Park Ave BCC Presentation

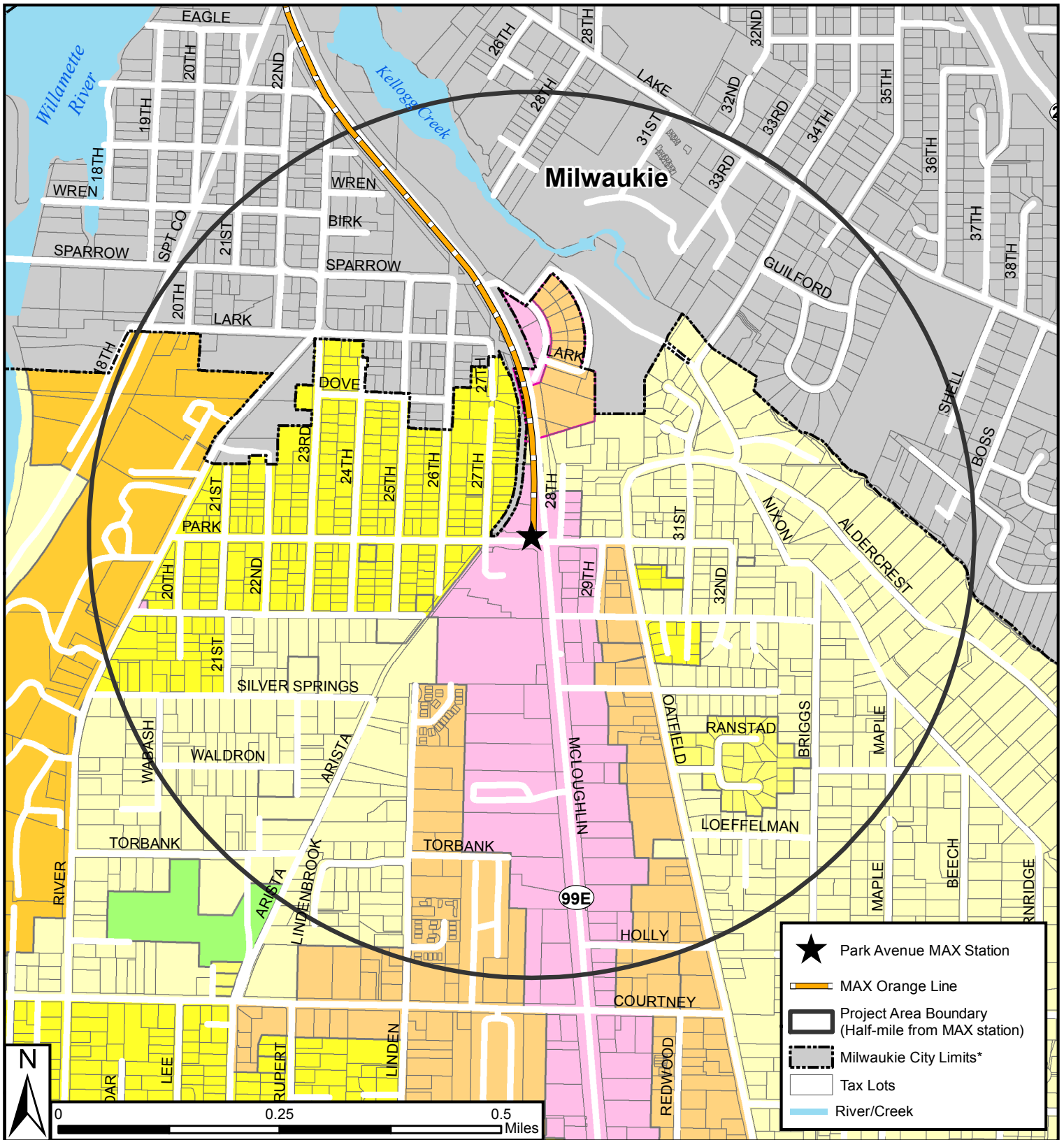
SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval *Dan Johnson*

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Karen Buehrig at karenb@clackamas.us or 971-291-8127



- ★ Park Avenue MAX Station
- MAX Orange Line
- ▭ Project Area Boundary (Half-mile from MAX station)
- - - Milwaukie City Limits*
- ▭ Tax Lots
- River/Creek



- CLACKAMAS COUNTY DESIGNATIONS**
- Single-Family Residential, 7,000 sq ft min (R-7)
 - Single-Family Residential, 8,500 sq ft min (R-8.5)
 - Single-Family Residential, 10,000 sq ft min (R-10)
 - Medium-Density Residential District (MR-1)
 - High-Density Residential (HDR)
 - Open Space Management
 - General Commercial (C-3)

*NOTE: The review of development and design standards proposed to occur during Phase II will only apply to commercial areas in unincorporated Clackamas County that are within or intersecting the project boundary.

Park Avenue Community Project

STUDY AREA

Department of Transportation & Development
150 Beaver Creek Rd. Oregon City, OR 97045

December 10, 2018

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Guiding Principles

July 7, 2020
Amended Nov. 10, 2020

Park Ave Community Project

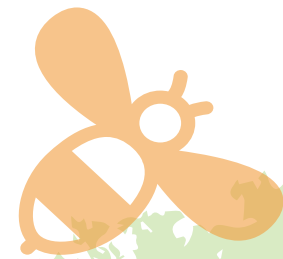
Phase II



Introduction

The Guiding Principles that have been developed for the Park Ave Community Project are an expression of the community's values and vision for the neighborhood over the next 20 years. **The Guiding Principles establish a foundation for the Framework Plan and Development and Design Standards work to follow, and are intended to serve as a touchstone to evaluate future decision making for the area.**

The Guiding Principles contained in this document were written and agreed upon by the Community Advisory Committee (CAC) based on community feedback and CAC members' own visions for their neighborhood. The initial inspiration for the Guiding Principles was drawn from images of places the CAC enjoy spending time and the elements of those places they would like to see in the Park Ave neighborhood. This initial work helped to refine the six key themes that were the focus of a public workshop held on February 22, 2020. Feedback from the February workshop was then distilled by the CAC into the Guiding Principles that follow.



Guiding Principles



Increase employment opportunities, promote innovative business ventures and enhance access to business and community services amenities, while remaining sensitive to existing businesses adjacent to transit, along McLoughlin and along the near side streets.

Increase the diversity and accessibility of housing choices adjacent to transit along McLoughlin and along the near side streets, while maintaining sensitivity to existing residences.



Provide safe locations, crossings and connections for walking, biking, transit and parking.



Guiding Principles



Cultivate a heart and hub of neighborhood activity supported by a network of community gathering spaces that are safe and welcoming both day and night.



Treat natural systems as a benefit and an integral part of our community identity by preserving, promoting and enhancing native natural elements at a variety of scales.

Promote a healthy and resilient community, sustainable systems, and infrastructure.



Key Themes

The guiding principles in Phase II of the Park Ave. Community Project are based on six key themes first identified in Phase I of the project, and refined by the CAC through initial stages of Phase II of the project.



Jobs & Businesses



Housing Choices



Safe Multimodal Connections



Community Gathering Spaces



Green Spaces & Natural Systems



Sustainability & Climate Resiliency

These themes were the focal point for feedback during a February 2020 public workshop. The community input summarized on the following pages was then used by the CAC to draft the final Guiding Principles.



Jobs & Businesses

There was support for a wide variety of businesses and innovative employment options in the Park Ave. neighborhood, especially those that directly serve the needs of neighborhood residents like a small grocery store or makerspace. Childcare, a healthcare clinic, and diverse local establishments like breweries or coffee shops were also mentioned as businesses that would add value to the community.



Housing Choices

A variety of affordable housing choices is a key component of the vision for the future of the Park Ave. neighborhood. Community members envision a spectrum of housing types in varying densities (such as duplexes, apartments, and co-housing communities). Neighbors also hope to see housing development that prioritizes people, with creative parking solutions, green spaces, and sustainability requirements.



Safe Multimodal Connections

The community vision for the Park Ave. neighborhood is to be safe and accessible for walkers, cyclists, transit, and cars. The vision for improving the safety and connectivity of the Park Ave. neighborhood focuses on three key areas: the MAX station area, McLoughlin Blvd/Hwy. 99, and the Trolley Trail. Community members suggested making the MAX station more accessible by bike, car, and foot with a turn around space and safer crossings. Safety along the Trolley Trail could be improved by adding lighting, and bike and pedestrian connections could be made through development along McLoughlin west to the Trolley Trail. Safer and more frequent crossings at Hwy 99, along with planting buffers and traffic calming measures would help make the neighborhood more pedestrian friendly.



Community Gathering Spaces

Creating community gathering spaces to cultivate a community heart is essential to the vision for the future of the Park Ave. neighborhood. Creating a network of open spaces and outdoor gathering places throughout future development would serve as a catalyst for community gatherings. The existing MAX station area plaza could be utilized as a starting point for hosting community activities.



Green Spaces & Natural Systems

The Park Ave. neighborhood highly values green spaces and natural systems. Future development should prioritize elements that preserve existing natural systems in the neighborhood. Preserving existing oak savannas and improving neighborhood connections to the Trolley Trail are high priorities for the community. Adding street trees and planting buffers along major roads, a network of green spaces, and native plantings would enhance the existing natural environment.



Sustainability & Climate Resilience

The community vision for Park Ave. neighborhood includes eco-sensitive density around the MAX station area that creates a vibrant community hub without impacting the nearby creek and tree stands. Creating opportunities for a farmers market or community garden would support nearby housing and contribute to the community food system. Electric vehicle (E.V.) charging stations and encouraging solar panels or eco roofs with development would encourage environmental sustainability in the neighborhood.

Project Info

Sponsors

McLoughlin Area Plan Implementation Team

Park Ave Community Advisory Committee

Metro – 2040 Grant Funding

Clackamas County – Planning and Zoning and Business and Community Services

SERA Architects

Park Avenue Citizen Advisory Committee (CAC)

Valerie Chapman

Ann Muir

Monica Barnhouse

Ellen Chaimov

Molly Cunningham

Nate Ember

Dustin Filipek

Sherry Grau

Zachary Hamilla

Donald Harvey

Kimberly Householder

Lee Davis Kell

Danielle Lohmann

Sandra McLeod

Cynthia Nikolas

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Craig VanValkenburg

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Park Avenue Grant Management Team

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Ellen Rogalin, Clackamas County

Patrick McLaughlin, Metro

Karen Bjorklund, MAP IT

Valerie Chapman, Park Ave Community Advisory Committee Chair

Ann Muir, Park Ave Community Advisory Vice-Chair

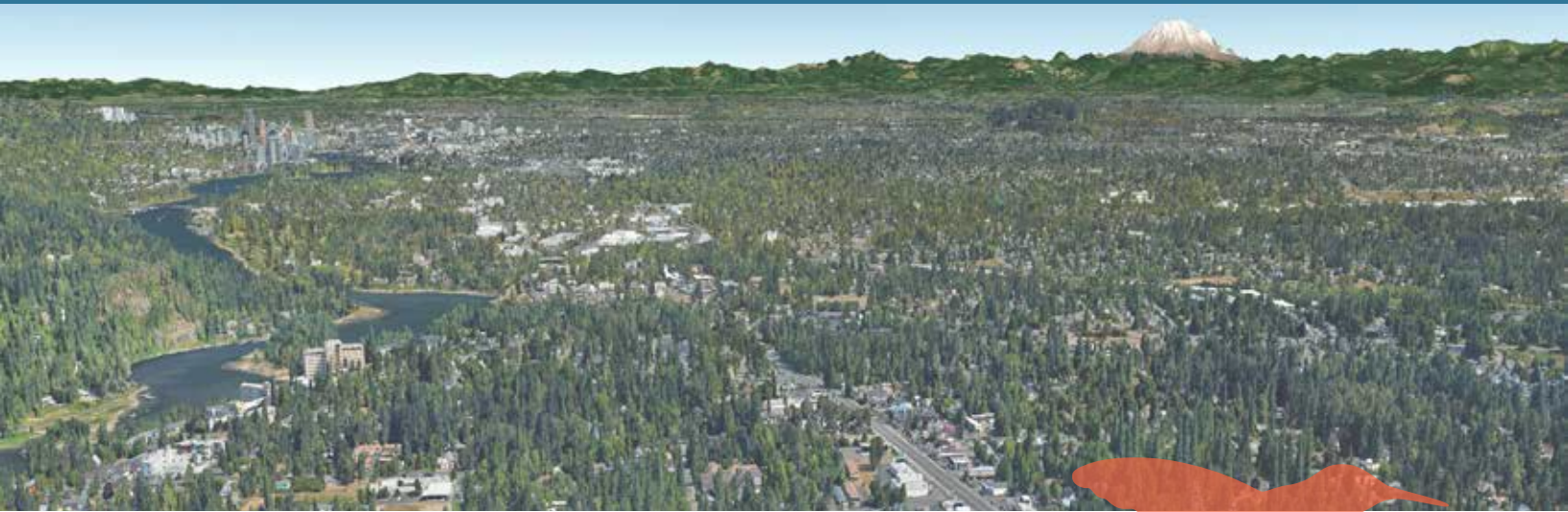


Park Ave. Framework Plan

October 27, 2020

Park Ave Community Project

Phase II



Introduction

Working closely with the Community Advisory Committee, the Park Ave Community Project has been building on the work completed by previous efforts, including the McLoughlin Area Plan (MAP) and Phase I of the Park Ave Community Project. The McLoughlin Area Plan identifies the specific need to create a community design plan for McLoughlin Boulevard. The Park Ave Framework Plan is a design plan for the area along McLoughlin within ½ mile of the Park Ave Light Rail Station, and addresses certain aspects of the community design plan identified in the McLoughlin Area Plan. This framework plan helps to emphasize and develop a distinct place at the gateway to the McLoughlin corridor.

The desired outcome of this community driven process is recommended development and design standards for the commercial and multi-family residential areas within ½ mile of the Park Ave light rail station. In order to align these standards with community goals and desired character for the area, Guiding Principles were created for the Park Ave area.

The Park Ave Framework Plan, as outlined in the following document was created based on the six guiding principles drafted by the Community Advisory Committee, and was informed by community survey input, interviews with developers and area property owners and focus group conversations.

This plan is intended to represent the 20 year vision for the Park Ave Community Project area, to promote neighborhood resiliency and maintain flexibility for whatever may arise in the future of the area.



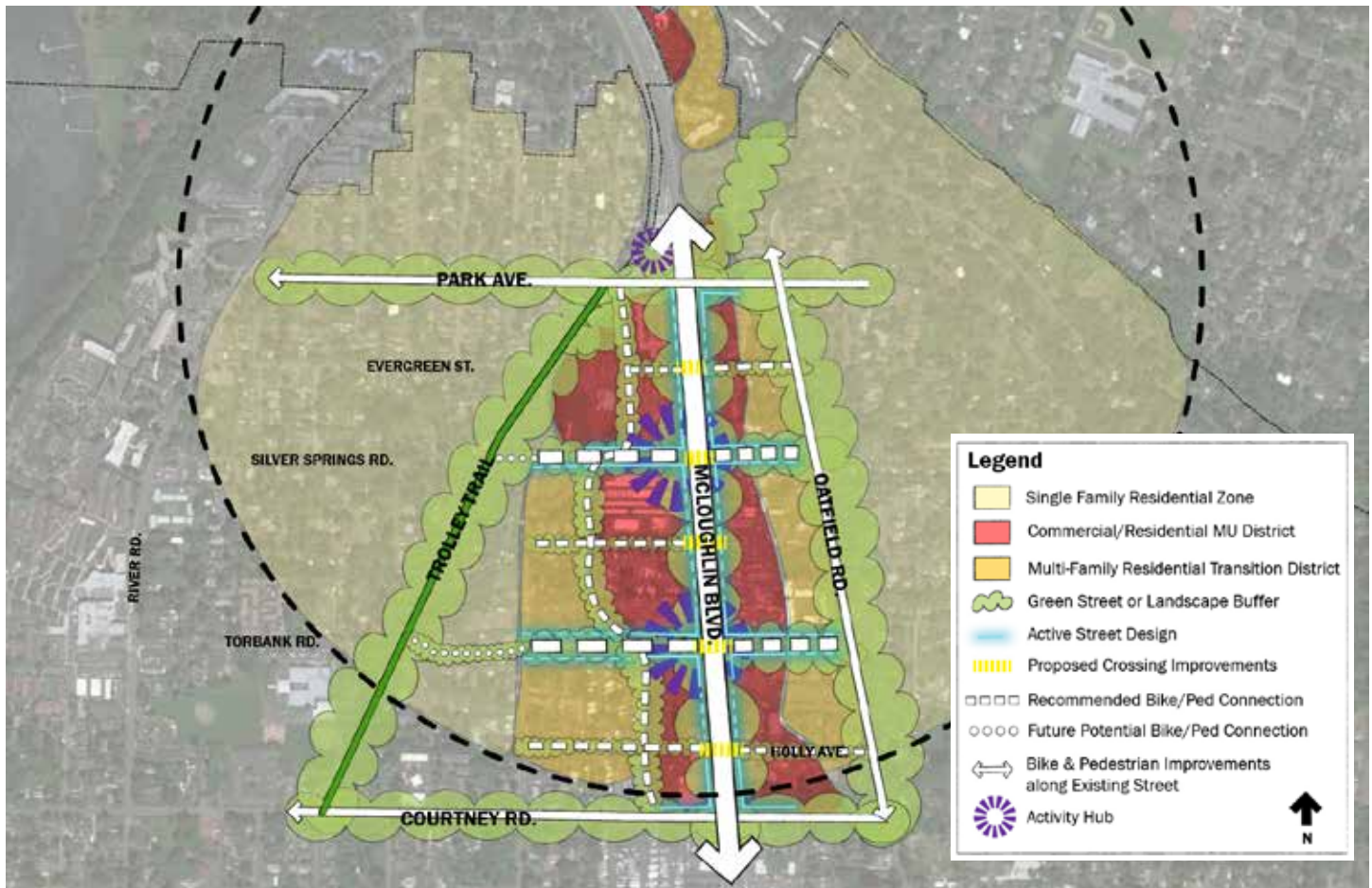


Guiding Principles

These Guiding Principles, drafted by the Park Ave Community Advisory Committee based on community input, established the foundation for the Framework Plan and are intended to serve as a touchstone to evaluate future decision making for the area.

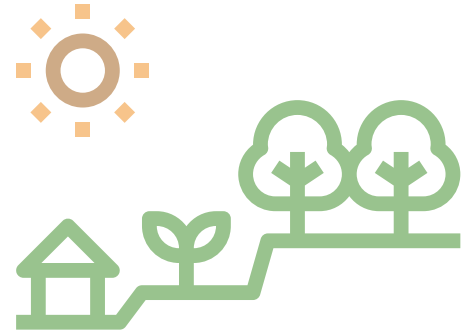
- 1** Increase employment opportunities, promote innovative business ventures and enhance access to business and community services amenities, while remaining sensitive to existing businesses adjacent to transit, along McLoughlin and along the near side streets.
- 2** Increase the diversity and accessibility of housing choices adjacent to transit along McLoughlin and along the near side streets, while maintaining sensitivity to existing residences.
- 3** Provide safe locations, crossings and connections for walking, biking, transit and parking.
- 4** Cultivate a heart and hub of neighborhood activity supported by a network of community gathering spaces that are safe and welcoming both day and night.
- 5** Treat natural systems as a benefit and an integral part of our community identity by preserving, promoting and enhancing native natural elements at a variety of scales.
- 6** Promote resilient, sustainable systems, and infrastructure.

Park Ave. Design Framework



The preferred Park Ave. Framework Plan distinguishes areas of different land use and development character, where there might be an increased intensity of employment or housing opportunities. This plan does not include any changes to the existing Single Family Residential zones. Additionally, the study area includes only the area within a 1/2 mile radius of the lightrail station, though the consultant teams recommends that changes along McLoughlin occur as far south as Courtney. The framework highlights areas of enhanced planting and landscaping to accent the native landscape that gives Oak Grove its unique character. Locations for pedestrian and bicycle improvements are noted, to increase safety and non-motorized movement through the area, and crossing improvements that help create a safe, walkable place to be. Opportunities for active street design are also identified, where buildings engage with public spaces like streets and sidewalks, based on where buildings are placed and how they are designed. Finally, neighborhood hubs or village centers are identified as locations where the community can come together in a central location to utilize neighborhood oriented services.

Framework Elements



Land Use & Development Character

Areas of differing character, use, and development intensity such as: housing type and density, employment centers, commercial districts, etc.



Development in the Commercial/Residential Mixed Use District (shown in red on the map on pg. 4) is strongly supported by the community and will concentrate essential community resources with medium density residential development in the area adjacent to McLoughlin Blvd. The consultant team recommends that new development in this district be walkable and pedestrian oriented, with transparent ground floor facades and businesses that serve the needs of the community. Potential commercial use in this district could include restaurants and other food and beverage services, including bakeries, breweries, and distilleries, as well as services like health care and child care. Residential development in this area could range up to 3-5 stories with ground floors that are inviting to pedestrians.



Development in the Multi Family Residential Transition District (shown in orange on the map on pg. 4) is intended to transition from higher development intensity along McLoughlin to a more moderate development intensity adjacent to single family residential neighborhoods. Residential development in this area could include townhomes, cottage clusters, and low-rise (2-4 story) apartment buildings.



This framework plan does not involve any changes to the existing single family residential areas.



Landscaping & Planting Improvements

Enhanced landscaping and planting along existing roads, sidewalks, and paths. Preserve existing natural features and Oak trees.

Landscape and planting improvements along McLoughlin, Oatfield, and Park could include stormwater infrastructure, landscape buffers to separate bikes and pedestrians from traffic along McLoughlin, street trees, and other natural elements to enhance the physical environment and contribute to the resiliency of the area. Additional landscaping should be incorporated into new pedestrian and bike connections through the area, and as part of new developments through courtyards and smaller pockets of open space.

Although it is outside of the 1/2 mile radius boundary of this project, the consultant team recommends that future projects consider similar improvements along Courtney Rd.



Active Street Design

Contributes to an active public realm that engages people on sidewalks and streets through techniques like: frequent building entries, transparent ground floors, varied building facades, and limited driveway access points.

Active street design should be encouraged within the commercial district at the proposed connections shown on the map at Silver Springs and McLoughlin, and Torbank and McLoughlin, at the southeast corner of Park and McLoughlin, and the intersection of Courtney and McLoughlin. Active street design incorporated into all development along McLoughlin (as indicated by dashed blue lines) would be beneficial to the pedestrian environment, however the areas highlighted by solid blue lines should be the top priority. Where new development occurs along the Silver Springs and Torbank connections in the multifamily residential district, it will be important to balance preserving the character of the residential neighborhood with providing a safe and inviting bike and pedestrian connection.



Crossing Improvements

Provide designated and safe pedestrian and bicycle crossings. Treatments at each crossing vary based on conditions.

One of the key objectives that emerged from community input on this project is to improve the walkability of the Park Ave. neighborhood. Crossing improvements along McLoughlin, between Park Ave. and Courtney Rd. will greatly improve the safety and walkability of the corridor. Essential crossings in alignment with Silver Springs Rd. and Torbank Rd. will provide safe pedestrian access to TriMet bus stops. The consultant team recommends additional crossings roughly in alignment with Evergreen, Silver Springs, Torbank, mid-block between Torbank and Holly, and at Holly to further create a safe, walkable corridor. These crossings do not necessarily need to be accompanied by partial or through path connections west and east of McLoughlin, to the Trolley Trail or Oatfield. The consultant team and urban design best practices recommend street crossings every 400 to 800 feet to optimize walkability.

Crossing improvements would vary based on location but they could include raised crossings, pavement/material changes, push button signals, pedestrian refuge medians, etc.





New Bike & Pedestrian Connections

Provide sidewalks with landscape/planting buffers between sidewalk and any vehicles. Provide buffered/protected bike lanes.



The primary recommended bike and pedestrian connections, roughly aligned with Torbank Rd. and/or Silver Springs Rd., serve as key connectors from residential areas adjacent to McLoughlin to essential community resources along McLoughlin. These paths would connect new and existing development directly to TriMet bus stops. At a minimum, new development in the commercial and multi-family areas adjacent to McLoughlin should incorporate improvements to existing sidewalks. These bike and pedestrian connections would not run through the single family residential areas and are recommended to connect through the multifamily residential areas and mixed-use commercial areas.

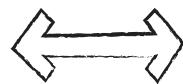
The consultant team recommends additional bike and pedestrian only connections roughly in alignment with Holly and mid-block between Holly and Torbank that terminate at Linden Ln. to minimize impacts to the Trolley Trail while increasing overall neighborhood access and connectivity. A bike and pedestrian connection roughly in alignment with Evergreen, terminating at a new north/south bike and pedestrian connection, would create a walkable grid in the commercial areas adjacent to McLoughlin. The consultant recommended north/south bike and pedestrian connection through the mixed-use commercial district would build upon the alignment of the existing drive aisle at the TriMet parking structure to give non-automobile traffic an internal connection to the district. This small scale grid would increase neighborhood connectivity to community resources without impacting the character and quality of the Trolley Trail and adjacent single family residential zones.





Future Potential Bike & Pedestrian Connections

Future potential bike and pedestrian connections recommended by the consultant team prioritize preserving the character of the existing surrounding neighborhoods while improving access to vital community resources along McLoughlin. The consultant team recommends that, ultimately, the two recommended primary bike and pedestrian pathways (at Torbank and Silver Springs) could intersect with the Trolley Trail to provide equitable access to key community hubs. The consultant team recognizes that connections through existing single family areas to the Trolley Trail will be particularly challenging and will require further study. A small scale through connection in alignment with Torbank Rd. would provide a direct connection between the bus stop on McLoughlin and Oak Grove Elementary School. If built, these connections across the Trolley Trail should be implemented in such a way to protect and preserve the existing qualities of the trail and neighborhood. These connections could potentially be made at some future date, as they would greatly increase access for the residents to new services and amenities near McLoughlin.



Existing Bike & Pedestrian Connection Improvements

Improvements to existing connections through the neighborhood (along Park, Courtney, Oatfield, and McLoughlin) could include completed and widened sidewalks, landscape and street trees, bike lanes buffered from vehicular traffic, and enhanced pedestrian crossings. Crossing improvements would vary based on location but they could include raised crossings, pavement/material changes, push button signals, pedestrian refuge medians, etc.



Neighborhood Activity Hub

A walkable heart and hub for the community, a place for the community to come together for services, gatherings, etc.

Neighborhood activity hubs located at Silver Springs Rd. and/or Torbank would create walkable clusters of businesses and services to serve the needs of the Park Ave. neighborhood. These hubs should serve as neighborhood destinations. Outdoor gathering places and dining options; local retail; and childcare, medical, and other services could all accompany residential development to create a human-scale, neighborhood oriented place. These active places will serve as natural community gathering spaces, where people meet as they are walking and biking to complete errands or get to other services focused on those who live in the neighborhood.



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Park Ave Community Advisory Committee

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DEVELOPMENT & DESIGN STANDARDS



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

General Commercial (C-3) lands:

- Increase housing opportunities by allowing higher residential density
- Allow more opportunities for small-scale manufacturing
- Limit new auto-oriented uses
- Reduce on-site parking requirements

Medium Density Residential (MR-1) lands:

- Allow cottage cluster housing at higher densities

Both C-3 and MR-1 lands:

- Require new pedestrian and bicycle connections
- Scale building and site design to match the characteristics of the streetscape

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

The General Commercial C-3 zone along McLoughlin currently allows residential uses but at a density too low for multi-family residential projects. Increasing density provides more flexibility to **increase the diversity of housing choices** in the area.



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Allowing small on-site manufacturing uses (like artisan studios, maker spaces, and incubator labs) will provide flexibility to help **encourage new employment opportunities** and **promote innovative ventures.**



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Car-oriented uses and self-storage facilities occupy significant land areas and produce **few employment opportunities**. Their large surface parking areas also **detract from the experience of walking in an area**.



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

The Medium Density Residential MR-1 area currently allows townhome and small multifamily development. Allowing cottage clusters (multiple small homes on a shared lot with shared open space) creates a new opportunity to **increase the diversity and flexibility of housing choices** in the area.

BCC Planning Session Sheet Page 33



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Many streets in the area do not currently have complete sidewalks or landscape buffers, and blocks are extremely large. Providing new connections and improvements to existing streets makes it possible to **provide safe locations for walking, biking, transit, and parking.**



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Many buildings in the area do not create a connection to the street or interact with pedestrians to create welcoming environments. Scaling buildings and integrating active design elements in the ground floor creates opportunities to **create a heart and hub of community activity and a network of gathering spaces.**

BCC Planning Session Sheet Page 35



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES



Why is this change proposed?

Reductions to parking standards within the Park Ave Station Area allow for flexibility based on location near frequent transit, availability of shared parking, and bike-parking.

In addition, multi-family dwelling developments have reduced parking requirements, and additional reductions available for affordable units and age-restricted units.

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Will mixed use or ground-floor retail now be required for new development?

No. The code provisions are intended to make this type of development easier, but it will not be required. Ground floors of buildings will need to include design elements like windows, doors, and awnings/canopies that make the pedestrian experience richer.

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

What happens to existing auto-oriented businesses (car lots, gas stations, etc) if the code no longer allows them?

All existing uses in the area will continue to be permitted for as long as current owners wish to continue them. The code changes regulate **new development** to help the area evolve gradually to more closely implement the plan vision of a mix of employment and residential opportunities in a walkable environment.

Implementation

October 28, 2020

Park Ave Community Project

Phase II

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Park Avenue Community Project
Park Avenue Community Advisory Committee (PACAC)
Phase II: Development and Design Standards

Future Actions to Consider Moving Forward

The Guiding Principles and Framework Plan developed by the Community Advisory Committee for the Park Avenue Community Project established a community vision for the project area. The Project recommends updating the Development and Design Standards (DDS) for the General Commercial (GC-C3) and Multi-Residential (MR-1) zones within the study area to align with the community vision.

While these DDS updates are a critical first step toward implementing the vision, by themselves they will not accomplish the level of transformation along McLoughlin envisioned by the community. There are a variety of other actions that could be considered by the community and/or the county to move forward the community vision. The following list of possible action items is sorted based on the Guiding Principles established by the CAC.

Guiding Principle: Increase Employment Opportunities

- *Enhance business access to opportunity, affordable capital, and business skills training.* Options include having county staff work with owners of small business to provide resources they need to stay in the study area, and using Community Development Block Grant (CDBG) funds to hire Microenterprise Services of Oregon (MESO) or a similar organization to support and educate small businesses.
- *Allow small businesses to improve their look and relationship with pedestrians* by implementing a storefront improvement or tenant improvement program.
- *Attract and retain businesses and investment* by establishing a pre-lease program or retail advocate position on county staff, along with a business finder initiative to survey and maintain a database of community needs and help land owners find businesses to rent space whose mission aligns with community needs.

Guiding Principle: Diverse & Accessible Housing Choices

- *Close the financing gap for market rate and mixed-income housing* by considering an urban renewal district/tax increment financing (TIF) or other similar funding options.
- *Invest in renter assistance programs* by capturing increases in property value from development and zoning changes.
- *Ensure current residents are not priced out of the area* by requiring mitigation measures of all new residential development.
- *Support low-income and moderate-income tenants* by creating a program to help them purchase their homes when landlords sell.
- *Require affordable housing units on new multifamily developments* by providing density or amenity bonuses, allowing transfer of density rights and offering other incentives.
- *Help purchase properties for development of affordable housing* before land values increase from zoning changes by working with or creating a community land trust.
- *Preserve local mobile homes parks* by creating a special zone for Mobile Home/Manufactured Home Parks.

Guiding Principle: Safe Connections

- *Develop a connectivity and streetscape plan* to examine the pedestrian/bicycle experience, develop cross-section alternatives to improve function for all modes, establish distinct character and landscaping schemes, and identify specific safety and furnishing improvements.
- *Fund transportation network improvements* by establishing a Local Improvement District (LID) or Tax Increment Finance (TIF) district.
- *Plan for future McLoughlin improvements and pedestrian crossings* by coordinating with ODOT.

Guiding Principle: Community Gathering

- *Engage neighbors and attract others to the neighborhood* with programming and community events, including using the MAX station plaza as a catalyst for events like festivals, farmers market, and other pop-up arts and culture events. Pursue grant opportunities to enable community gathering activities/events – i.e. Metro’s Placemaking Grant etc.
- *Use mobile food vending to support outdoor gathering spaces and local businesses* by working with owners of vacant/underdeveloped property to establish a food cart/truck pod to provide restaurant owners with an affordable place to kick-start their business.

Guiding Principle: Natural Systems

- *Establish and enforce a native, drought tolerant plant palette* for new development and streetscape improvements.
- *Improve natural systems in the area* by studying opportunities for district scale stormwater infrastructure and for creek restoration and enhancement
- *Explore opportunities for an area parks/trail master plan* by exploring opportunities with the North Clackamas Parks & Recreation District.

Guiding Principle: Resilient Community & Sustainable Infrastructure

- *Promote community connections, local businesses and resilience* by organizing neighborhood clean-ups, tree plantings, pop-up parks, and other outdoor sustainability-oriented events.
- *Fund public improvements and promote community cohesion* by establishing a Business Improvement District (BID) to make the area more attractive to businesses and customers, providing community programming, supporting the development of regulations on street furnishings and other urban design elements, etc.
- *Establish and maintain an emergency communication network*, including identifying a central meeting place and storage of emergency supplies.
- Work with TriMet and PGE to explore a Transit-Oriented Development (TOD) centered district utility concept for the area to serve future development and incorporate an electric microgrid, district water/wastewater treatment and thermal/cooling.



Memorandum

Date July 10, 2020
To Erin Reome, SERA Architects
From Alisa Pyszka, Bridge Economic Development
Nita Shah, MESO
Subject Community Investment Strategy
Project Park Avenue Community Project | Phase 2

BACKGROUND

PROJECT DESCRIPTION

Clackamas County, Oregon, working with the Park Ave area residential and business community, is creating development and design standards for commercial zones within ½ mile of the Park Avenue/McLoughlin Boulevard intersection in unincorporated Clackamas County. The intent of the development and design standards will be to encourage the type of development that supports the community's long-term vision of a walkable and economically thriving Park Avenue Light Rail Station area.

The goal of these standards is to encourage new private investment within the project area, as well as to guide redevelopment when it occurs. Often, new private investment will increase property values and rents for existing business tenants within the area. By creating a Business Community Investment Strategy, and by proactively engaging with businesses to help prevent displacement, existing businesses will have the resources available to them to benefit from the improvements within the area.

Since the inception of this project, the world is responding to the economic repercussions of Covid-19, which has required the temporary closure of small businesses. Initial interviews with small businesses for this project were held in February, prior to the closure. As the overall project progresses, it is anticipated that there will be a follow up with businesses and more information regarding the status of the businesses and needs, which will inform final project recommendations regarding anti-displacement.

OBJECTIVES

The Park Avenue area community members instigated this project to make the community more walkable with improved retail offerings and an enhanced pedestrian experience. In addition,

community members recognized the importance of retaining the existing businesses in the community and the need to provide programs to help prevent the displacement of the businesses with anticipated new development.

Therefore, the objective of the Business Community Investment Strategy is to balance 1) the ability for existing small businesses within the Park Avenue area to stay and grow, and 2) enhance the pedestrian experience through public-private investment. To accomplish this, the following elements are included in this memorandum:

- A. *Support Existing Small Businesses:* Existing businesses desire and need more customers to thrive. They also seek investment and physical improvements within the surrounding area to attract clients. However often they don't own the building where they are located, which must be considered when developing policy.
- B. *Equity - Creating Wealth:* With the attraction of new private investment, it is important to proactively prepare existing business so they can also benefit from the investment and continue to prosper.
- C. *Attract Private Investment:* Barriers to private investment exist in the area. Proactive steps are needed to attract private investment.

The Business Community Investment Strategy is summarized in a set of recommended actions. Implementing these recommendations for the Park Avenue Community Project area will be the first steps toward attracting private investment and create wealth for the existing community.

A. SUPPORTING EXISTING SMALL BUSINESSES

In February 2020, Clackamas County issued a letter to existing small businesses within the Park Avenue Community Project area notifying them that representatives from Micro-Enterprise Services of Oregon (MESO) would be meeting with them to discuss available services to help grow their profits. A copy of the letter and summary of the visit is provided as Attachment A.

Micro-Enterprise Services of Oregon (MESO) is a grassroots organization formed in 2005 to assist small businesses that were experiencing challenges in the wake of gentrification, new development, and increased rents in North/Northeast Portland. MESO is a designated SBA microlender, an IDA fiduciary, a USDA RMAP (Rural Micro-entrepreneur Assistance Program) lender, and a Community Development Financial Institution (CDFI). They work with small businesses through every stage – from asset building and credit preparedness to first loans and business launches to dozens of business expansions every year.

MESO met with eight businesses owners in March of 2020. The following information pertains to the businesses within Courtney Plaza as other proprietors within the Park Avenue Community project area

were not available on the day of the visit. In summary, the businesses were very welcoming and greatly appreciated that someone was reaching out to them. As part of the visit, MESO shared information about existing business services such as the IDA (Individual Development Accounts), which encourages business owners to save money and receive a 3:1 matching grant to invest in capital improvements. MESO continues to maintain these relationships and will share ongoing programs with interested businesses.

Through the interviews, the business owners expressed specific concerns about safety, and certainty, which are explained in more detail below. The following issues, identified specifically by the business owners, pertain to the commercial center (Courtney Plaza) itself and surrounding Park Avenue project area.

SAFETY

People that are Homeless/Loitering. People who are homeless are riding the MAX to the end of the line and then hanging out in the area with nowhere to go. They are sleeping on the ramp next to Eagle Bargain Outlet and under the eaves of doorways. Employees feel uneasy especially when leaving the area at the end of the day, especially when it is dark outside.

Crime. There are drug addicts and prostitutes who are active in the area. Nearby motels provide places for them to hang out and conduct their activities. As a result, the businesses have experienced drug paraphernalia, alcohol bottles, etc. being left in their parking lots and around their doorways. They are also experiencing people drinking under the eaves of the doorways and stealing their recycling bins.

Minimal Property Security. With no posted signs on the premises, there is no communication to discourage loitering, no communication to keep customers from using the Courtney Plaza parking lot spaces and then go to other businesses a block away, and no communication to discourage people from leaving their vehicles in the parking lot with a "For Sale" sign. People are surprised when they return to their vehicle and find it is marked to be towed.

CERTAINTY

Rising Costs. The business owners are concerned about the rising property taxes being charged by the county. Additionally, they are concerned about rising rental rates that result in them leaving the area, which they don't want to do since they live in and support the community.

Confusion regarding the management/owner of the strip mall. Businesses expressed concern that they heard the owner of Courtney Plaza passed away and they have no idea who to contact or who to communicate with about issues and concerns. They felt unsettled not understanding what was happening with the ownership. They want to remain in the strip mall if they can and want to be re-assured Courtney Plaza will remain as a viable business location with proper communication chains.

B. EQUITY - CREATING WEALTH

Supporting equity in the area requires that under-represented/under-resourced people have the same level of access to the economy and wealth creation opportunities as all other residents. This includes eliminating bias and discrimination and providing additional support as needed (not just opening doors). To achieve equity, there must be targeted efforts focused on under-represented/under-resourced individuals and business owners to help them:

- gain access to affordable capital (and remove bias in capital provision)
- fill skill gaps for business management
- increase number of new customers and suppliers, and
- navigate regulatory/permitting processes

The intent is not to change the existing market, but to make sure that people who can't access the traditional market (the "unbankable") are provided the skills or alternative affordable capital to enter into the existing market. In developing recommendations to address anti-displacement and equity, it is important to consider if proposed actions or programs address the above needs.

ACCESS TO AFFORDABLE CAPITAL

In order to create wealth, businesses must have access to affordable capital. A classic example pertaining to this issue is the hard-earned local success story of Ana Chaud, CEO of Garden Bar, a restaurant chain that developed in the Portland area and recently sold for millions of dollars. The following excerpt from the *Portland Business Journal*¹ highlights the plight of micro-enterprise businesses, especially those owned by people of color and women.

Chaud had two locations and two years in business when she first sought out a conventional bank loan. She estimated she needed about \$500,000 to open four new locations. She had her business plan, financial models and large, out-of-state competitors to point to as validation for the idea. She talked to six bankers from both large and small institutions. The answer was always the same: No. The banks considered her business too small and too new. She did manage to get an SBA (Small Business Association) loan, but at \$50,000 it was far less than what she needed. "I was caught between a rock and a hard place, where I can't show success unless I am multi-unit and I can't be multi-unit until I show success," she said.

Compounding the issue was her lack of collateral. As a renter, Chaud didn't own a home, which is often used by founders to secure financing. Given that home ownership levels are lower for people of color, it's not a surprise that access to capital for founders of color is well below that of white founders. The same is true for women business owners. MESO loaned Garden Bar \$300,000. It was an unusually high amount for MESO, but the lender was interested in making larger loans and decided

¹ <https://www.bizjournals.com/portland/news/2020/02/20/exclusiveana-chaud-on-the-mighty-highs-and-painful.html>

to test the concept with Garden Bar. Without the vital loan, Chaud would not have been able to expand the business and create wealth. Having access to affordable capital through non-profit organizations like MESO is critical to supporting wealth creation.

ENHANCE BUSINESS SKILLS AND OPPORTUNITY

It is important to stress that only having access to affordable loans/capital will not achieve desired results. Business owners facing inequity require in-depth and meaningful programs and service to help them understand how to best run a business and increase clientele. Such services are labor-intensive and require skills grounded in private business experience. Non-profit organizations such as MESO and Mercy Corps NW are successful in providing such services. Recognizing that these non-profits are uniquely qualified to provide these services, several cities in the Portland region (e.g. Beaverton, Gresham) fund MESO with a portion of their federal allocation of Community Development Block Grant (CDBG) funding. This allows organizations to efficiently and consistently serve a community with skills and resources that are not typically available at a local government level.

Pre-Lease Program

This program removes obstacles for business owners with no risk. It helps new businesses navigate the complex and daunting permitting process, which is especially complicated for restaurants that must also address health and liquor law issues. To address this, some cities in the Portland region provide free services to first time businesses to help them better understand what may be required (such as a new ADA bathroom) before venturing into a new lease. Vancouver, Washington offers the “pre-lease” program² that brings different representative from various departments to walk-through a site with the potential tenant to determine if there will be any significant issues before they sign a lease. The pre-lease program is offered at no cost and allows a business owner to receive immediate an non-conflicting information (as all pertinent departments are represented at one time) without requiring the cost of hiring a consultant or contractor to develop plans, submit a formal application with a fee, and go to County offices as required with a more formal pre-application process. Alternatively, the City of Portland has a staff person from the permitting department work in MESO’s office once a week to walk clients through permitting issues. These meaningful programs require the commitment of staff time by local governments.

Mobile Food Vending

Another important opportunity to provide is mobile food vending. This offers a unique economic opportunity for local entrepreneurs, because it combines lower startup costs with increased flexibility to test a variety of locations and products. It is important to develop a partnership with public health and labor & industries to help facilitate information sharing and streamlined permit process. Food trucks can be limited to targeted areas as a pilot project to slowly introduce concept to the community. Often locating in an underutilized parking lot is a good strategy as it begins to create a destination of uses and supports the existing retailer.

² <https://www.cityofvancouver.us/ced/page/pre-lease-program>

C. ATTRACTING PRIVATE INVESTMENT

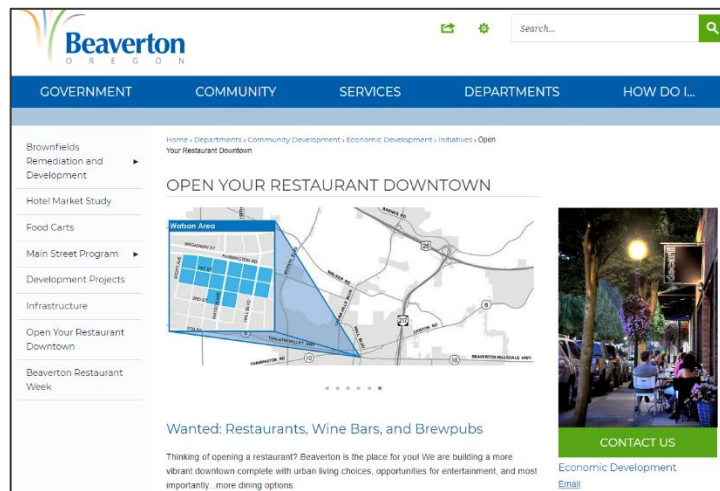
During Phase 1 of the Park Ave Community Project, Memo 3 identified the barriers limiting development in the area. These issues include limited pedestrian access, parcel size, zoning regulations (including development and design standards), and limited vision for the area and influence of the market conditions. This section will focus on the actions that assist in attracting private investment to an area.

Developers want to know that a community is committed to investing in an area through public investments such as infrastructure, lighting, and open space that will support their private investment. Recognizing this, cities across the region are taking a proactive approach to reach out to businesses and developers with staff support and incentives to attract them their community. In order to proactively encourage the Park Avenue project area to redevelop with retail space, it will require public investment, to define the focus area of the retail market and the incentives needed to attract the desired development. This does not imply that the area must first incorporate to attract private investment. However, it should be recognized that the level of staff resources and incentives required to achieve the desired development goals is typically found at a municipal level.

FOCUSED INVESTMENT AREA

Retail succeeds when clustered with other retail businesses to create a specific destination for customers. Therefore, if the Park Avenue community engages in a public-private effort to encourage retail development, it must focus efforts on a distinct and specific area to see results. Before significant time and resources are allocated, a specific area must be determined. Without a narrow focus, efforts will be diluted and meaningless. Additionally, new businesses want assurance that their new investment will succeed. When there is a clear vision for desired outcomes and committed resources, they are more assured on their risky investment.

As an example of this type of targeted public-private investment, the City of Beaverton focused on just a few blocks to recruit restaurants. The specific area was identified and promoted on the city website. The result was 10 new restaurants within 18 months. Of course, the recruitment of restaurants in current economic environment will be challenging. The important lesson is that the city committed to a specific area and realized significant results.



UNDERSTAND THE RETAIL MARKET

To create a walkable environment that includes retail businesses that provide a desired destination and services the community with basic needs. In order to achieve this goal, it is important to understand the retail market, which is more uncertain than ever right now. Phase 1: Memo 1 outlines the Retail industry market trends. The key take-away from that memo is that on-line shopping is having a major impact.

In contrast, prior to the recent shut-down and social-distancing measures, retailers offering a special experience, or offering services that cannot be procured online, had the potential to thrive (you can't share a meal with a friend online). Therefore, food and beverage establishments became an increasingly large part of the retail experience, on both main streets and in shopping centers.

Additionally, local food and beverage typically demanded space that is 2,500 square feet and less to minimize risk and offset start-up costs that typically start at \$200,000. Due to these costs, new local tenants gravitated to existing buildings or former restaurant spaces to keep start-up expenses to a minimum.

The retail trend that is likely to continue as a desire for retailers to concentrate in a certain location to become a destination for customers to park once and explore an area. Creating a concentrated retail area that is a defined "place" is an important element for retailers as it helps to create the "experience" which is a key distinguishing element from online shopping. This concept of place is typically limited to an area that equates to three or four city blocks, which is the distance a shopper will walk³. The City of Beaverton has adopted this



Source: City of Beaverton Code Blueprint

best practice for its Old Town district by requiring retail and active frontages within a specific targeted area as indicated by the orange and blue solid lines in the image above. The area is approximately 800 feet in length and 500 feet deep. In order to replicate this "place" concept, additional secondary streets off McLoughlin will be required. Otherwise, focused redevelopment of existing retail strip centers can help create the desired place.

INCENTIVES

In addition to focusing on a specific investment area, substantial incentives that are aligned with tenant needs are necessary. Example of incentives from the Cities of Vancouver and Beaverton to attract and enhance existing tenants in existing retail space are outlined below.

³ Ten Principles for Building Neighborhood Retail, Urban Land Institute (ULI)

Storefront Improvement Program

This grant covers 100% of the cost for a city-contracted architect to help with concept designs of the exterior of the building, resulting in sketches and plans needed to obtain bids. The final product includes three bids. The program also includes an Improvement Grant to assist with commercial building exterior improvements. The maximum amount is \$35,000 with either a 50% city match or 70% city match to encourage an actual private investment in the improvement. Without the city match, the building owner will likely just obtain the design service and not make the desired improvement.

Tenant Improvement Program

Because the Storefront Program benefits property owners, the Tenant Improvement Program is a specific grant to help businesses. It provides the same services outlined above in the Storefront Program, but for the interior space of the building, which helps the business owner.

Brewery Program

Breweries are a desired tenant in a community because they are often lower-cost restaurants that serve a wide range of customers including families. Furthermore, they have the ability to expand into sales of beer, which allows them to diversify beyond just retail.

- *Enterprise Zone* - Eligible office and industrial firms (including breweries) in a designated enterprise zone boundary can receive a three-to-five year property tax abatement on qualifying new improvements and equipment.
- *Energy Incentives* - Energy Trust has worked with dozens of breweries across the state to reduce energy consumption and cut waste. They provide services and incentives through highly skilled, industrial energy experts that work with a brewery business to make the most of energy-saving opportunities.
- *SDC Assistance Program* – This lets eligible tenants lease sewer capacity on a monthly basis rather than purchase it up front -- this could be worth thousands of dollars in up-front costs for a brewery). Lease payments are attached to a monthly utility bill and are calculated as a percentage of the total SDC assessment.

PROACTIVE STAFF

Once a clearly defined area and set of meaningful incentives are in place, staff will have a clear message for outreach to desired tenants. City of Beaverton staff proactively engaged all property owners and existing businesses first. They then went to existing restaurants in Portland and brewers' conventions to attract new tenants. They meet weekly to debrief on progress and barriers to address.

New building development involves coordinated actions across multiple agencies including transportation, planning, and public works. In order to facilitate proactive problem-solving, some jurisdictions establish a dedicated "SWAT Team" of specific individuals from each department to focus on a targeted priority project area. This dedicated team of people with a common understanding of

barriers and opportunities to investment can meet informally as projects initially emerge and find solutions up-front to support desired investment. As new development interests explore the Park Avenue project area, they will be encouraged if there is dedicated staff to help facilitate the permitting process. This dedicated staff should also be aware of any necessary infrastructure projects both on and off site that will impact the project. Because the area is tied to McLoughlin Boulevard, which is under the jurisdiction of ODOT, staff is encouraged to develop a proactive plan with ODOT staff to educate them on the community vision for the area and how it aligns with ODOT goals.

INFRASTRUCTURE INVESTMENT

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 standards. 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. While the County can include the identified infrastructure projects on the Capital Improvement Plan (CIP), they will only be constructed if a funding source is identified. This is a critical public role and investment that is quite meaningful to private investors. Just as importantly, the public investment serves the entire community with improved connectivity that helps encourage pedestrian and bicycle activity. Stakeholders can explore some of the following options to increase public funding.

- Business Improvement District (BID) – A BID is a defined area within which businesses are required to pay an additional tax (or levy) in order to fund projects within the district's boundaries. These districts typically fund services which are identified as priorities for the businesses such as cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, and marketing the area.
- Local Improvement District (LID) - A LID is a method by which a group of property owners can share in the cost of infrastructure improvements. This often involves improving the street, building sidewalks, and lighting.
- Tax Increment Financing (TIF) – TIF is a financing tool for local governments to set aside property taxes generated from new businesses and development in a specific area, used to pay for infrastructure needed in that area. In Oregon, tax increment districts are established through 'urban renewal statutes, which require a plan defining a specific area for application of the tool, why needed, projected revenue and anticipated projects. The Oregon Economic Development Association (OEDA) recently published *Best Practices for Tax Increment Financing Agencies in Oregon*, which serves as a good guide to consider the creation of district.

BUSINESS COMMUNITY INVESTMENT STRATEGY: RECOMMENDED ACTIONS

The following recommendations summarize the actions needed to achieve the desired objective of supporting the ability for existing small businesses within the Park Avenue area to stay and grow, as well as to enhance the pedestrian experience through public-private investment. To realize the objective, several partners and organizations must be engaged and collaborate toward common efforts. Revitalizing the Park Ave Community Project area is a complex endeavor. It is essential for community, public, and private entities to recognize that they are partners in encouraging equitable investment and growth.

The following recommended areas of focus and actions meet the objective of the Business Community Investment Strategy to balance 1) the ability for existing small businesses within the Park Avenue area to stay and grow, and 2) enhance the pedestrian experience through public-private investment. Detailed steps for implementation are provided in the Action Plan Matrix (Attachment B).

1) SUPPORT EXISTING SMALL BUSINESSES

Now more than ever it is critical to take care of existing businesses prior to engaging in efforts to attract new investment into an area. The following actions are recommended to help the existing small businesses stay and grow.

Action 1.1 Address issues related to Safety and Certainty that were identified through business owner interviews.

Addressing safety issues for existing businesses is important to help with the successful operation of their business and will build trust between the county and businesses. The actual combined violent and property crimes within the Park Avenue project area is 86/10,000 people, which is much lower than the median US neighborhood crime rate of 261/10,000 people⁴. Therefore, physical improvements will meaningfully increase the sense of safety and lesson the impression of crime. These physical improvements include better lighting to assist with safety and discourage loitering. Additionally, the area is heavily concrete and pavement which could become more aesthetically pleasing with the addition of trees and shrubs to soften the area and make it more inviting to the customer base and prospective customers.

In addition to physical improvements, enhanced communication and collaboration with county services can improve safety within the area. This can be accomplished with enhanced coordination with the Sheriff Department to establish a safety program in the area, and working with TriMet to

⁴ AARP Livability Index, U.S. Federal Bureau of Investigation, 2014 Uniform Crime Reporting Program Data, <https://ucr.fbi.gov/>, v2018

address light rail traffic that requires a safety watch. In developing better communication with the Sheriff Department, business can better understand the laws regarding sex offenders in the area, and when they are able to visit and how many times they can visit a location within a lifetime. Even though the housing center is established in the area, communication, awareness and disclosure would be a benefit to the businesses to protect their customers.

Action 1.2 Host Public Events

Encourage festivals, farmers markets or a family event such as a carnival in one of the retail center parking lots. Hosting events will bring in more quality customers to the area to provide a boost in visibility and exposure for the businesses. It also encourages positive community engagement.

Action 1.3 Engage with Courtney Plaza Property Owner

Contact the Courtney Plaza new property owner to foster future collaboration and communicate the needs of the businesses. Improved signage is desired to help with safety issues, however there is no clear point of contact for the businesses at this time.

2) FOCUS ON EQUITY AND CREATING WEALTH

Supporting equity in the area requires that under-represented/under-resourced people have the same level of access to the economy and wealth creation opportunities as all other residents. The following actions will help achieve this objective.

Action 2.1 Provide Business Support through partnerships with organization like MESO

Use Community Development Block Grant (CDBG) funds to invest in MESO to provide business support services. For context, the City of Beaverton annually allocates \$80,000 of CDBG funds to MESO for 3 visits per week. City of Gresham allocated \$20,000 of CDBG funds annually for 1 visit per week before finding alternative grant funds from Key Bank.

MESO can help businesses manage rising costs by enhancing business skills in managing cash flow and debt as well as strategic marketing to increase revenues. MESO can also help business potentially acquire a building rather than leasing through affordable loan programs. Acquisition of the building eventually increases a business owners' equity and ability to create wealth.

Action 2.2 Dedicate staff resources for "pre-lease" programs and/or permitting navigation

Fostering private investment, especially in these current economic conditions, will require a dedicated staff person to conduct retail outreach and ongoing collaboration with business and property owners. Once a person, most likely in economic development, is identified, he or she is advised to talk to City of Beaverton and City of Vancouver staff regarding best practices. This will provide a better understanding of barriers that were faced and how they were overcome.

3) ATTRACT PRIVATE INVESTMENT

New private investment within the project area is desired to enhance the pedestrian experience through public-private investment. The following actions will help facilitate the desired investment.

Action 3.1 Identify a Focused Investment Area

The Park Avenue area does not have a traditional Main Street that provides a defined place for retailers to locate and gather. The existing Courtney Plaza and Castle retail centers off McLoughlin provide the most similar Main Street environment to attract small retailers to one destination. Ultimately, these centers could provide a sense of community place, much like the Hillsdale Shopping Center along Highway 10 in Portland.

We recommend focusing on these sites for potential public-private collaboration because these two retail centers consist of several existing businesses. By improving one of these areas, the county is efficiently helping several existing small businesses prosper and gain wealth from public investment.

In addition, it is an unfortunate likelihood that several small businesses will not be able to re-open after the recent shut-down of the economy. The result will be several retail vacancies and a potential retail trend to not construct new retail space for some time. Therefore, these existing areas serve as the most likely opportunity for initial investment by small retailers entering the market as they offer the most affordable leases through existing vacant space. It will also be important to keep these centers filled to the greatest extent possible to maintain a vibrant area.

Action 3.2 Engage Property Owners

Engage with retail center property owners to determine willingness to work with county and invest in property. Determine what level of investment from the property owners can be provided to help make the existing developments more successful with physical improvements and attraction of desired tenants that serve the broader community.

Action 3.3 Create an Incentive Program

Based on the description of various incentives described in detail above, the county should determine which ones they can provide with current staffing and resources. These incentives can then be used to proactively recruit desired retail tenants to the area.

Action 3.4 Identify Funding Mechanisms

Creating a vision and direction for a district opportunity (focused investment area), enables easier communication with property owners regarding the need for increased revenues and how it will be allocated. Funding may be needed to construct the infrastructure, such as pedestrian and bikeway connections, identified as needed in the Framework Plan.

CONCLUSION

The goal of the Park Avenue Community Project is to ultimately encourage new private investment within the project area, as well as to guide redevelopment when it occurs. Development of the Park Avenue Framework Plan is an important first step as it will convey to future developers that there is a common and agreed upon vision for the area. The Plan will also facilitate a more streamlined development process as both the neighborhood and developer have a document that conveys public desires and expectations. The Plan also provides certainty to the community defining where only bike/ped connections are permitted versus full-street improvements serving automobiles. This level of transparency provides certainty to the developer regarding what is expected of his or her project, as well as an understanding how connectivity throughout the project area will ultimately be achieved.

Once the Plan is completed, the Park Avenue project area stakeholders need to proactively engage with businesses to help prevent displacement that could otherwise occur as new private investment emerges in the area. By consciously investing in balanced efforts to attract new investment while supporting existing businesses, the Park Avenue area can implement a sustainable and resilient community investment strategy.

At the outset of this project, in early 2020, it was anticipated that retail market information would be forecasted to determine lease rates and vacancies to provide an understanding of how rapidly anti-displacement could occur. However due to COVID-19 impacts on the retail industry, future projections indicate that lease rates are decreasing and vacancy is increasing, potentially returning to 2010 rates. Therefore, the concern for anti-placement due to market forces is not as urgent. Nonetheless, all proposed actions in this Strategy should be pursued as they will position the businesses to better withstand the ongoing recession and potentially capture growth opportunities in the ultimate recovery.

ATTACHMENT A: Business Feedback



February 12, 2020

Dear McLoughlin Boulevard Area Business Owner,

The McLoughlin Area Plan Implementation Team (MAP-IT) and Clackamas County are working with the community to create updated land use development and design standards for commercial areas within ½ mile of the light rail station at Park Avenue and McLoughlin Boulevard in Oak Grove, just south of the City of Milwaukie. The purpose of the standards will be to support economic development in commercial areas, and protect and preserve surrounding residential areas.

The project is intended to provide an inclusive and innovative public engagement process, an assessment of neighborhood livability and economic vitality, and ultimately to revise development and design standards on commercial land around the Park Ave Light Rail station to support a more walkable, transit-oriented environment.

As part of the above mentioned project, **Micro Enterprise Services of Oregon (MESO), in coordination with Clackamas County Business and Community Services – Economic Development, will be visiting business owners along McLoughlin Boulevard during the week of February 25, 2020 to share information on:**

- County efforts to work with residential and business owners within the Park Avenue Community Area to determine how zoning code changes and potential future infrastructure investments can help attract new investment in the area.
- Services available to local businesses. Services are detailed at the end of this letter and are available through the following partners:
 - MESO
 - Clackamas County BCS – Economic Development
 - Clackamas Community College

If you have any questions regarding this outreach, please contact Sam Dicke, Economic Development Coordinator at 503-742-4367 or email at sdicke@clackamas.us. We appreciate your investment in the county and look forward to connecting with you.

Sincerely,

Sarah Eckman
Clackamas County Business and Community Services Deputy Director

MICRO ENTERPRISE SERVICES OF OREGON (MESO) SERVICES

LENDING

- Credit Improvement – Micro-loans of \$100 to \$2,500 for 6 to 12 months. This first step loan is a part of our business development strategy and helps to improve credit scores, and allows us to monitor our client’s payment ability.
- Express I: Provides up to \$5,000 for up to 18 months and may be unsecured.
- Express II: Provides up to \$20,000 for 4 years and requires collateral.
- Business Builder I: Provides up to \$50,000 for 5 years and requires collateral.
- Business Builder II: Provides up to \$500,000 for commercial real estate and equipment purchase and requires sufficient collateral.

ANCHORS

Includes in-depth, customized, and extended services for 3-5 years with ongoing business planning, recordkeeping and tax assistance, legal and marketing services.

EDUCATION

Provides over seventy workshops that deliver comprehensive trainings in business plan, financial literacy, asset building, QuickBooks, branding, and industry specific training.

MARKETLINK

Provides sophisticated market research services available to large-scale companies to income qualified entrepreneurs on a sliding scale.

IDA (Individual Development Accounts)

A 3:1 matched savings program for low-income entrepreneurs.

CLACKAMAS COUNTY - MAIN STREET PROGRAM

We work with communities to identify opportunities to strengthen downtowns throughout the county. One of the programs offered is 3D Downtowns, a design program that demonstrates how an area could look if redeveloped. The goals of 3D Downtowns are to:

- Spur private investment
- Increase property values
- Retain and recruit business
- Enhance the appearance of downtowns in Main Street commercial districts

CLACKAMAS COMMUNITY COLLEGE - SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

We work with businesses to connect entrepreneurial ideas within our communities. Clackamas Community College has several great SBDC programs in various areas as follows:

- **Idea**-Determining your potential
- **Launch**-Launching into Uncertainty
- **Expansion**-Growing your business in Clackamas County
- **Renewal**-Adjusting to Change
- **Exit**-Preparing for the next Stage



February 26, 2020

MESO Report Feedback from Businesses at Courtney Plaza

This report contains specific feedback received directly from either the business owners and/or employees who work at the business located at Courtney Plaza 13843 SE McLoughlin Blvd, Milwaukie OR 97222 MESO representatives Carmen Madrid and Elaina Brewington visited the following businesses on Wednesday February 26, 2020 and obtained recommendations directly.

Business Name	Notes	Potential MESO Support
Sushi Kata Japanese Restaurant	Spoke to the owner	Well-established business. Potential request for IDA or loan for expansion
Eagle Bargain Outlet	Spoke with employee, Brook. Will reach out to the owners via email to obtain additional feedback	Owner not present however, their store could help with window display and more visibility
Expo Nails	Spoke to the owner	Interest in IDA
Juliano's	Spoke to the owner, David Juliano	Seeking Technical Assistance and wants to consult his wife. Only been in business for one year
B and L Kirby Co.	Spoke to the owner, Bill Williams	May need an exit plan. Has been here many years and is looking for information on how to transition his business.
Harbor Security Inc.	Spoke to the owner, Allen Zaugg	Wants to understand more about his tax liabilities.
Paws'n Milwaukie Full & Self-Service Dog Wash	Spoke with employee, Veronica Sereno. Will reach out to the owner, Melinda Williams via email to obtain additional feedback.	Could use ventilation system. Store front grants?
Baskin Robins	Spoke with employee, Laura. Left information so the owners can reach MESO to provide additional feedback.	Well-established business for a while. Concerns are mostly on how they can access resources for security.
R&D Wood Slab	Not able to make contact	N/A
Courtney Plaza Laundromat	Not able to make contact	N/A

Concerns

There were several themes which each of the businesses expressed were key problems affecting their business.

Homeless/Loitering. The Homeless are riding the MAX to the end of the line and then hanging out in the area with nowhere to go. They are sleeping on the ramp next to Eagle Bargain Outlet and under the eaves of doorways. Employees feel uneasy especially when leaving the area at the end of the day, especially when it is dark outside. Refer to the ramp image #2

Crime. Drug addicts and prostitution is active in the area due to motels in the area. These motels act as places for them to hang out and conduct their activities. As a result, the businesses have experienced drug paraphernalia, alcohol bottles etc. being left in the parking lot and around the doorways of the businesses. They are also experiencing people drinking under the eaves of the doorways and theft of their recycling bins.

Rising Costs. The business owners are concerned about the rising property taxes being charged by both the county and the city which is affecting their business as small business owners. Additionally, they are concerned about rising rental rates which price them out causing them to leave the area which they don't want to do since they live and support the community.

Posted Signs to guard against Loitering, Parking spaces and Leaving vehicles listed "For Sale". Since there are no posted signs on the premises, there is no communication to discourage loitering, no communication to customers to keep them from using the spaces of Courtney plaza parking lot who are going to other businesses a block away and no communication to people who leave their vehicles in the parking lot listed "For Sale". People are surprised when they return to their vehicle and find it is marked to be towed.

Confusion regarding the management/owner of the strip mall. Businesses expressed concern that they heard the owner of Courtney Plaza passed away and they have no idea who to contact or who to communicate issues and concerns. They were feeling unsettled not understanding what was happening with the ownership. The business owners want to remain in the strip mall if they can and they want to be re-assured Courtney's Plaza will remain as a viable business location with proper communication chains.

Recommendations

We believe the following recommendations can help alleviate some of the concerns expressed by the business owners.

Better Lighting. Due to the loitering and homeless sleeping around the businesses, having better lighting in the parking lot to assist with safety and discourage loitering.

Trees. The area is heavily concrete and pavement which could become more aesthetically pleasing with the addition of trees and shrubs to soften the area and make it more inviting to the customer base and prospective customers.

Remove or clean up the motels/hotels. The recommendation to remove the motels and hotels in the area will discourage easy crime such as drug dealing and prostitution.

Market Festivals and Events. Hosting events will bring in more business, especially more quality customers to the area to provide a boost in visibility and exposure.

Post No Loitering Signs. No Loitering Signs will discourage the homeless and addicts from hanging around the area and gives more credibility to the business owners to be able to keep them from the area.

Post signs for vehicles which cannot be left in the parking lot listed "For Sale". Signs posted in the area notifying the public are needed to protect the parking spaces from being taken for people selling vehicles in the parking lot.

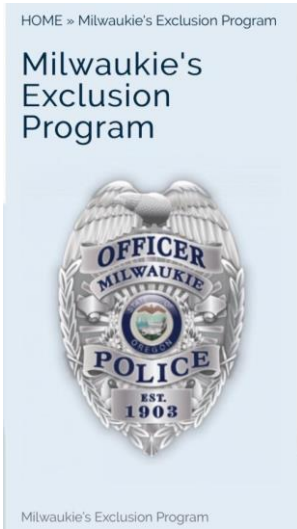
Post signs specifying parking is only for customers of Courtney Plaza. Post signs declaring parking at Courtney Plaza is only for Courtney Plaza customers to limit parking to related customers.

Communication regarding the Sex Offender Housing Center Nearby. There are laws regarding the areas which sex offenders are able to visit and how many times they can visit a location within a lifetime. Even though the housing center is established in the area, communication, awareness and disclosure would be a benefit to the businesses to protect their customers.

Manage rising costs. Business owners will be able to stay in this location as long as they are able to afford to stay. It would be beneficial to the area and the business owners to be able to maintain the tax rates and rent rates as they currently exist.

Remarket the name and image of the Exclusion Program. The businesses expressed thanks for Milwaukee's Exclusion Program so they had the authority to ask loiters to leave the premises. The way the program is named is contradictory to what the area is trying to accomplish which is inclusion. While it is not a county program, the business community may want to reach out to the City of Milwaukee to encourage them to consider branding the name and image of the "Exclusion Program".

Image#1: Exclusion Program



Image#2 Eagle Outlet Ramp



ATTACHMENT B: Community Investment Action Plan 2021-2026

COMMUNITY INVESTMENT ACTION PLAN (2021 TO 2026)

1) SUPPORT EXISTING SMALL BUSINESSES

Action 1.1 Address issues related to Safety and Certainty that were identified through business owner interviews

Outcome: Improve physical environment of small business to retain/attract more customers

Implementation	2021	2022	2023	Year 4&5	Lead Org/ Staff	Partners	Resource Required
A. Develop a Safety Program that encourages coordination with the Sheriff Department to establish a safety program in the area, and work with TriMet to address light rail traffic that requires a safety watch.	X	X	X	X			
B. Educate Park Avenue business on sex offender housing nearby and foster collaboration.	X	X	X	X			
C. Determine if improvements to trees and lighting can be made in right-of-way and work with property owners to make the improvements collaboratively.		X	X	X			

Action 1.2 Host Public Events

Outcome: Provide a boost in visibility and exposure for the businesses

A. Work with local chambers and business associations to develop a concept of an event.		X					
B. Host annual event in one of the retail centers parking lot.			X	X			

Action 1.3 Engage with Courtney Plaza Property Owner

Outcome: Fosters collaboration and communicates the needs of the businesses

A. Encourage owner to improve signage on site for no loitering and parking "for sale" vehicles.	X						
B. Encourage new owner to communicate with tenants regarding approach to new management and anticipated leases.	X						

COMMUNITY INVESTMENT ACTION PLAN (2021 TO 2026)

2) FOCUS ON EQUITY AND CREATING WEALTH

Action 2.1 Provide business support through partnerships with organization like MESO

Outcome: Provide needed services to existing small business

Implementation	2021	2022	2023	Year 4&5	Lead Org/ Staff	Partners	Resource Required
A. Provide funding to MESO to engage services	X						
B. Designate a staff person to focus on Park Avenue area businesses for a portion of his or her time.	X						
C. Work with MESO to fund a Revolving Loan Fund (RLF) program that provides low interest loans to business that can't access traditional lending.			X	X			

Action 2.2 Dedicate staff resources for "pre-lease" programs and/or permitting navigation

Outcome: Facilitates new business investment

A. Designate a staff person to develop and manage "pre-lease" program and team		X	X	X			
B. Develop a mobile food truck program that updates codes to permit this use and helps businesses navigate the permitting process.			X	X			

COMMUNITY INVESTMENT ACTION PLAN (2021 TO 2026)

3) ATTRACT PRIVATE INVESTMENT

Action 3.1 Identify a Focused Investment Area

Outcome: Encourage the development of retail "place" and destination

Implementation	2021	2022	2023	Year 4&5	Lead Org/ Staff	Partners	Resource Required
A. Reach out to retail center property owners to determine level of interest for collaboration regarding investment in property	X						
B. Update property owner on business services provided through MESO to support tenants.		X					
C. Determine if property owner would like assistance with attracting tenants desired by surrounding neighborhood. If so, actively reach out to desired tenants with identified county incentives.				X			

Action 3.2 Engage Property Owners

Outcome: Proactively prepare for redevelopment opportunities

A. Reach out to all property owners within Park Avenue project area to determine future plans for property and/or business.		X	X	X			
B. If a business owner as well as property, determine if assistance with succession planning is needed. Engage MESO to provide help if needed.		X	X	X			

Action 3.3 Create an Incentive Program

Outcome: Attract business investment

A. Designate a staff person to create an inter-department "SWAT" team that includes ODOT staff to consistently review development applications within Park Avenue project area.		X	X	X			
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B. Identify public infrastructure projects that will be funded by the county. Proactively coordinate with property owners and developers to foster a public-private partnership to developing property.		X					
C. Determine if incentives such as the storefront or tenant improvement programs can be offered. Actively promote the programs with property owners.				X			
Action 3.4 Identify Funding Mechanisms							
Outcome: Create the necessary revenue to fund incentives and infrastructure projects							
A. Prepare a list of desired capital improvements and incentives that require funding.		X					
B. Work with property owners to determine if they are willing to invest in a funding mechanism.			X				
C. Depending on community support, develop a BID, LID or TIF funding mechanism.				X			



Memorandum

Date: October 5, 2020
To: Karen Buehrig, Clackamas County
From: Anita Yap, MultiCultural Collaborative
Erin Reome, SERA Architects
Subject: Residential Anti-Displacement Best Practices Memo
Project: Park Avenue Community Project Development and Design Standards

As communities develop and redevelop over time, especially when government agencies construct major public infrastructure, such as light rail lines and change zoning regulations to encourage new development, existing residents have a risk of being displaced. Low income and seniors on fixed incomes and communities of color are particularly at risk.

Communities around the country are putting in place strategies to help prevent displacement. Many of the strategies include other initiatives besides zoning restrictions, as it takes several approaches to help keep communities stable during rapid development and redevelopment to stay in the neighborhood.

This memo provides a high-level overview of some best practices for anti-displacement strategies and resource links for more information.

Increasing opportunity and preventing displacement

Many times, people become priced out of rents or housing or job opportunities in the area when neighborhoods redevelop with either higher density residential or new commercial development. Listed below are strategies that government agencies can take to help prevent, mitigate or provide assistance to existing residents in rapidly changing areas.

- Capture increase in property value that development and zoning changes provide to property owners and invest in renter assistance programs.
- Require all new residential development provide mitigation measures to assure existing residents are not priced out of the area.
- Create a program to help low-income and moderate-income tenants purchase their homes when landlords sell.
- Include requirements for affordable housing units on all new multifamily developments.

*Park Avenue Community Project Anti-Displacement Memo
MultiCultural Collaborative*

- Provide density or other amenity bonuses that will provide affordable rental rates within new development. These bonuses could include lot area coverage, setbacks, additional density, other SDC credits.
- Allow for transfer of density rights to properties that provide affordable housing units close to transit and jobs.
- Provide incentives for property owners to rent units at affordable rates to lower include tenants.
- Create a community land trust or work with an existing land trust to help purchase properties for development of affordable housing before land values increase from zoning changes. Community land trusts are agreements between a non-profit and community that ensure the long-term affordability of housing. The land trust, which has community members on the board will buy land and lease parcels or units to individuals or families at an affordable price. Though residents can build some equity, they can't sell the homes for large profits. This ensures that the community land trust can keep the homes affordable for future residents.
- Create a special zone for Mobile Home/Manufactured Home Parks to preserve existing parks in the area. The city of Portland created a new zone for Mobile and Manufactured Home Parks and provided density transfers for property owners.

Links to Anti-Displacement Best Practices

Mobile Home Park zoning

<https://pamplinmedia.com/pt/9-news/404226-301726-portland-enacts-new-zone-to-prevent-redevelopment-of-mobile-home-parks->

<https://www.opb.org/news/article/portland-mobile-home-park-zoning-rule-change-city-council/>

Community Land Trusts

<https://community-wealth.org/strategies/panel/clts/index.html>

Anti-Displacement Best Practices/Building Community Wealth

<https://thenextsystem.org/fighting-gentrification-best-practices>

<https://www.sanjoseca.gov/your-government/departments-offices/housing/resource-library/housing-policy-plans-and-reports/citywide-anti-displacement-strategy>

<https://www.cityofvancouver.us/ced/page/reside-vancouver-anti-displacement-strategy>

<https://housingmatters.urban.org/research-summary/how-policymakers-can-prevent-displacement-and-foster-inclusive-neighborhoods>

*Park Avenue Community Project Anti-Displacement Memo
MultiCultural Collaborative*

<https://www.portland.gov/bps/adap/gentrification-and-displacement-studies>

https://www.portland.gov/sites/default/files/2020-04/pl-adpn-portland-site-visit-memo_aug-2019.pdf

<https://www.opengovpartnership.org/members/austin-united-states/commitments/AUS0008/>

<https://www.urbandisplacement.org/policy-tools-prevent-displacement>

<https://www.policylink.org/aboutUs/internships/anti-displacement-policy-research>

https://www.nationalcapacd.org/wp-content/uploads/2017/08/anti_displacement_strategies_report.pdf

<https://community-wealth.org/about>

*Park Avenue Community Project Anti-Displacement Memo
MultiCultural Collaborative*

Park Avenue Community Project

Phase 2: Development and Design Standards

Public Engagement Overview

November 20, 2020

EXECUTIVE SUMMARY

INTRODUCTION

Community outreach for Phase 2 of the Park Avenue Community Project focused on providing equitable engagement by:

- Building trust;
- Sharing ideas;
- Broadening outreach;
- Listening, and
- Enhancing relationships.

Engagement was focused on the residents that live, work, own property and/or travel through the project area, and on businesses and property owners in the project area. There were three major engagement phases focused on each portion of the project:

- Guiding Principles
- Framework Plan
- Development and Design Standards

While the original intent was to have in-person meetings, focus groups, interviews, etc., plans had to change with the onset of the COVID-19 pandemic in March 2020. Despite that, thousands of people in the project area were informed about the project through mailings, social media, online events and word-of-mouth, and hundreds participated through virtual communications.

ENGAGEMENT BY THE NUMBERS

2,913 – notices and postcards mailed to project area addresses

3 separate mailings

971 addresses in project area

422 -- respondents to 3 online surveys

350 – people on interested parties email list

116 – people who watched the video presentation of the 3rd public workshop

Numerous --social media posts about upcoming project activities

80 -- attendees at in-person or online workshops

40+ (Guiding Principles -- Feb. 22, 2020)

25 (Framework Plan – June 30, 2020)

15 (Development and Design Standards – Sept. 16, 2020)

- 34** – Grant Management Team meetings, with CAC Chair and Vice Chair, and MAP-IT chair
 - 16** – Park Ave Community Advisory Committee meetings
 - 6** -- lawn signs used to publicize workshops and surveys
- And – individual visits with businesses along the McLoughlin corridor, focus groups, presentations to community organizations.

BUSINESS OUTREACH

Outreach to businesses is always a challenge, and that is especially the case during a pandemic when businesses are just struggling to survive. In addition, many of the business and property owners are not local, so are very difficult to reach. Staff from the County’s Economic Development Division, along with representatives from MESO (Micro-Enterprise Systems of Oregon) made some personal visits to businesses before the pandemic shut-down, and virtual focus groups were held – though participation was very low.

Using the information we were able to gather, a Business Community Investment Strategy Action Plan was created for the area focused on actions needed to retain and support existing businesses, and to encourage new business development.

NEXT STEPS

If the county moves forward to adopt development and design standards for commercial land inside the project area, there will be additional outreach and opportunities for input from residents and the business community, including website information, online meetings and public hearings.



It is understandable that many people, especially business people, would not have had the time or interest to focus on a long-range planning effort during this tumultuous year. However, project staff will continue to reach out to engage business owners and property owners as work continues to refine and adopt standards to support continued growth of a livable, thriving community around the Park Avenue light-rail station.

GENERAL OUTREACH

GUIDING PRINCIPLES: COMMUNITY FEEDBACK, FEBRUARY 2020

Public workshop (in person)

Online survey

Jobs & Business

- Local grocery and small businesses to serve the neighborhood
- Diverse choices
- Consider the future of retail
- Childcare

Housing Choices

- Contextually sensitive density
- Flexibility in development -- open space and sustainability requirements
- Workforce housing
- Prioritize people via creative parking solutions

Safe Multi-Modal Connections

- Improve access to station area
- Promote equitable access to all modes
- Improve safety along the Trolley Trail

Community Gathering Spaces

- Food trucks, dog parks, places to play and have events
- Use large sites to promote gathering spaces
- Encourage open space around housing development

Greenspaces and Natural Assets

- Preserve existing trees and natural features
- Passive and active green spaces
- Planted median on Hwy. 99
- Encourage courtyards, green roofs

Sustainability & Climate Resiliency

- Eco-sensitive density at station area
- Network of small open spaces
- Community gardens to support surrounding housing
- E.V. charging and/or car share

FRAMEWORK PLAN: COMMUNITY FEEDBACK FROM JUNE-JULY 2020

Virtual workshop

Online survey

- 288 respondents
- The majority support limiting new car sales, drive-throughs, auto-oriented businesses, and self-storage uses in the commercial zone.
- The majority support adding “maker space” uses to the commercial zone.

- Most support 5-15-foot building setbacks along McLoughlin with landscaping and plazas.
- Most support reducing parking requirements for commercial and residential developments in the commercial zone.
- Just over half would like separated paths for vehicles, pedestrians and bicyclists.
- The majority support requiring variations in building design to create a pedestrian-scale experience, as well as capping building square footage, and prohibiting blank walls.
- The most important redevelopment elements to participants were courtyards and active open space, followed closely by landscape/plantings and building footprint for housing/employment. Ranked least important by 66% was private parking.

DEVELOPMENT AND DESIGN STANDARDS: COMMUNITY FEEDBACK FROM AUGUST-SEPTEMBER 2020

Virtual workshop

Online survey

- 126 survey respondents
- 83% would like to see an increase of housing opportunities in the study area.
- A majority would like to see an increase in employment opportunities all along McLoughlin, with strong support for offices, healthcare-related uses, and maker spaces.
- 84% would like to see at least one new pedestrian and bike connection,
 - 36% support connections along all five alignments depicted
 - Only 16% did not want to see any new connections
 - The highest ranked alignments were Silver Springs, Torbank/Courtney midpoint, and Torbank; the lowest ranked was Evergreen

BUSINESS OUTREACH

In January and February 2020, staff from Business and Community Services (BCS) partnered with Micro Enterprise Solutions of Oregon (MESO) to talk with business owners to understand their needs and concerns about the area. Using this information, a Business Community Investment Strategy Action Plan was created for the area that focuses on actions needed to:

- Retain and support existing businesses, and
- Encourage new business development.

From the three interviews held with developers, we learned that they would like to see increases to the residential density allowed in the General Commercial along McLoughlin, as well as in the multi-family residential zone.

In late February 2020 MESO representatives and Economic Development representatives visited 10 businesses along the McLoughlin Corridor in Courtney Plaza to talk about County efforts to work with residential and business owners within the Park Avenue Community Area, to determine how zoning code changes and potential future infrastructure investments can help attract new investment in the area and to share information about services available to local businesses through MESO, Economic Development and Clackamas Community College.

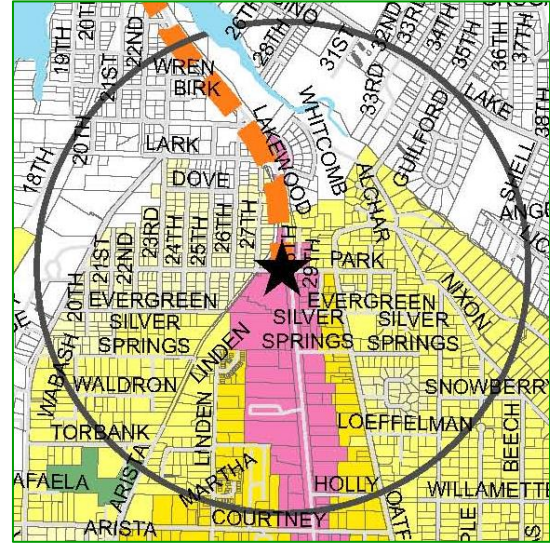
ATTACHMENTS

- A. Flyer for Feb. 22 workshop
- B. Summary of comments from Feb. 22 workshop
- C. Flyer for July 18 workshop
- D. Results of survey on framework plan alternatives, June-July 2020
- E. Flyer for meetings with business groups
- F. Flyer for September 16 workshop and September-October survey
- G. Lawn sign for September-October survey
- H. Results of survey on development and design standards, September-October 2020
- I. Petition from commercial property owners, Oct. 26, 2020

Help Shape the Future of Your Community!

The Park Ave/McLoughlin Blvd area community and the county are coming together to create a vibrant, inclusive, affordable, livable neighborhood for the future. Be part of the plan.

If you live, work or travel in unincorporated Clackamas County within ½ mile of the Park Ave light rail station (see circle on map to the right), join your neighbors, business colleagues and Park Avenue Community Advisory Committee members to plan the future of commercial property in the area.



Public Workshop:

Park Ave/McLoughlin Blvd Area Guiding Principles for Community Development

Saturday, Feb. 22, 2020; 10 am-noon

Oak Grove Elementary School, 2150 SE Torbank Road, Oak Grove

Share, learn and discuss topics vital to your community, including:

- Job opportunities
- Business ventures
- Housing choices
- Safe walking, biking & parking
- Community gathering spaces
- Green spaces

Join us Feb. 22 or, if you can't attend the workshop, participate online at www.clackamas.us/planning/parkave between Feb. 22 and March 6.

For more information: www.clackamas.us/planning/parkave or Lorraine Gonzales, lorrainego@clackamas.us or 503-742-4541.

Save the date for future workshops:

- Thursday, April 2; 6- 8 pm, Elks Lodge: *Framework plan*
- Saturday, May 16; 10 am-noon, Rose Villa: *Draft development & design standards*



Park Avenue Community Project Phase 2: Development & Design Standards

Park Avenue Community Project

Phase 2: Development & Design Standards

Public Workshop: Park Ave/McLoughlin Blvd Area

Guiding Principles for Community Development

10 am-noon, Saturday, Feb. 22, 2020 | Oak Grove Elementary School

SUMMARY OF COMMENTS, March 2, 2020

How did you hear about this workshop?

- 5: Flyer
- 3: Social media
- 1: Website
- 16: Word of mouth (a friend/acquaintance/family member told me)
- 11: Other (please specify)—postcard (1); email (employer email); PACAC member (6)

Did you know about this project before you learned about this workshop?

- 22: Yes
- 5: No
- 1: Not sure

Do you live, own property and/or work within ½ mile of the Park Ave/ McLoughlin Blvd intersection?

- 24: Yes
- 6: No

Do you feel you had a chance to express your views at the workshop today?

- 26: Yes
- 5: Sometimes
- 0: No

Do you shop, use services or travel through the light-rail station in the Park Ave/ McLoughlin Blvd area?

- 27: Yes
- 3: No

Please share anything you would like us to know about what you like or don't like in the Park Ave area community today and/or what you would like to see in the next 20 years.

Comments about Park Avenue Community

- Real, feasible affordable housing is key. Making us more of a sustainable/walk/live/work/shop area – slowing down the blvd with crossings while still allowing for high speed transit. *De-emphasize parking and driving*. We're not just a thoroughfare for those who live further south!
- More localized leadership, parking enforcement, preserving green spaces
- A future-focused community, equitable, sustainable, self-reliant, social rich and connected. Make it happen for us! 😊
- Dense & affordable housing! That's what we need most. We need transportation infrastructure for everything other than cars.
- I would like to see the slower traffic, highway with boulevard greenery, shops closer to street, 30 mph of Milwaukie extended through this ½ mile radius. Pedestrian scramble light at Park & McLoughlin.
- Please include parking in plans for development in this area. It can always be changed, but at least there is space allotted for it.

- More density. Better walking and biking. More affordable housing for people across the income spectrum, especially 0-30 MFI.
- Public art!
- Better sidewalks/pedestrian lanes on River Road and Oatfield. What we like: great access to public transportation.
- Need more small places to eat. Need a small grocery option. Need gathering space & access – park, outdoor theater. Increasing density in single family areas so workers have a place to live.
- McLoughlin Blvd is ugly. Apply Integrating Habitats/Nature in Neighborhoods principles. Incorporate SERAs Civic Ecology model in the Park Ave/McLoughlin make-over. Last mile transit (electric jitneys).
- I long for a more beautiful McLoughlin area, with lots of greenspace and attractive designs. I look for strong leadership in dealing with our climate crisis. Every decision we make as a community should be strongly influenced by our climate crisis and its resolution.
- Please make sure any additional lighting on the Trolley Trail is dark sky certified to prevent light pollution on to and into properties like my own.
- Don't like the lack of connecting roads/walkways between neighborhood areas to McLoughlin and MAX. Multi-dwelling living areas for people to allow people to work and live close to each other.
- Affordable housing so that 2-3 bedroom apartments can be used by average pay scale!
- Balancing needs of residents and commuters that utilize this areas as the last MAX stop on 99.
- I would like to see indoor gathering spaces for families and children (climate change gathering spaces!). Also, services and spaces for more than just well-to-do “yuppie” white-people type lifestyles.
- Forgot to mention that safety and security of those who walk is important.
- Need stoplights on River and Oatfield to make streets walkable/readable/livable. Interview current employees about housing needs.

Comments about Feb. 22 workshop

- Great meeting! Good to see actual community involvement to establish a greater sense of community. Looking forward to more input and communications.
- Hard to hear – please consider portable sound system.
- I felt that a great deal of valuable input was shared. Excellent meeting and turnout! Suggest speaker microphone (and repeating question/community comments from participants); otherwise a great space.
- Nice to learn a little about what is happening.
- Would have been good to have portable mike (for those without excellent hearing!).
- Good session – well done!

JOIN THE DISCUSSION THROUGH ZOOM

Park Ave Community Framework Plan Alternatives: The Future of the Park Ave Community:

-- July 18, 10-11 am --

(\$30 gift card per family offered for participating)

Please preregister on Zoom at <https://bit.ly/2VAMbvs>.

For more information, call or email:

- Karen Buehrig, Clackamas County: 503-742-4683
- Park Ave resident Valerie Chapman: Valerie.orazio@comcast.net
- Park Ave resident Ann Muir: Muir.ann@gmail.com

Share your ideas in this community-led effort to create a vibrant, inclusive, affordable neighborhood for the future. The Park Ave Community Advisory Committee is working with Clackamas County to create updated land use design and development standards that reflect community values for commercial and multi-use areas within ½ mile of the Park Avenue light rail station in Oak Grove, just south of Milwaukie.



Learn about and discuss options for your community's future, including:

- Community gathering spaces
- Business and retail
- Housing options
- Safe walking, biking & parking
- Neighborhood centers
- Green spaces



Two framework plan alternatives have been created to show possible variations in types of development, hubs of activity, connections, crossings and open spaces that could exist in 20 years.

Park Avenue Community Project

ÚNASE A LA DISCUSIÓN A TRAVÉS DE ZOOM

Alternativas del plan estructural de la comunidad de Park Ave:

El futuro de la comunidad de Park Ave:

-- 18 de julio de 10 a 11 a. m. --

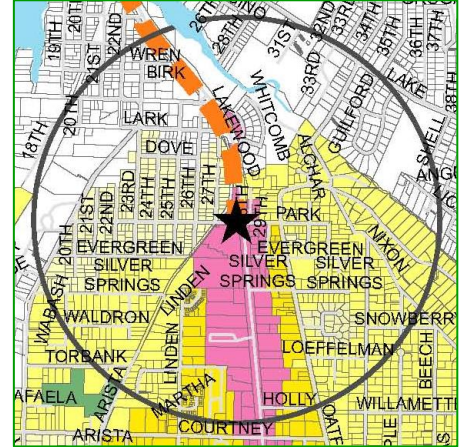
(se ofrece una tarjeta de regalo de \$30 dólares por familia participante)

Por favor, regístrese en Zoom en <https://bit.ly/2VAMbvs>.

Para obtener más información, llame o envíe un correo electrónico:

- Karen Buehrig, Condado de Clackamas: 503-742-4683
- Residente de Park Ave, Valerie Chapman:
Valerie.ozario@comcast.net
- Residente de Park Ave, Ann Muir: Muir.ann@gmail.com

Comparta sus ideas en este esfuerzo encabezado por la comunidad para crear un vecindario vibrante, inclusivo y económico para el futuro. El Comité Asesor de la Comunidad de Park Ave está trabajando con el Condado de Clackamas para crear estándares actualizados para el diseño y desarrollo del uso de suelo que refleje los valores de la comunidad para áreas comerciales y de usos múltiples dentro de un radio de ½ milla de la estación de tren ligero de Park Avenue en Oak Grove, justo al sur de Milwaukie.



Obtenga información y hable de las opciones para el futuro de su comunidad, lo que incluye:



- Espacios para encuentros
- Negocio y comercios
- Opciones de vivienda
- Opciones seguras para caminar, andar en bicicleta y estacionarse
- Centros comunitarios
- Espacios verdes

Se han creado dos planes estructurales alternativos para mostrar las variaciones posibles en los tipos de desarrollo, los centros para actividad, conexiones, cruces y espacios abiertos que pueden existir en 20 años.

Proyecto comunitario de Park Avenue

Park Avenue Framework Plan Alternatives

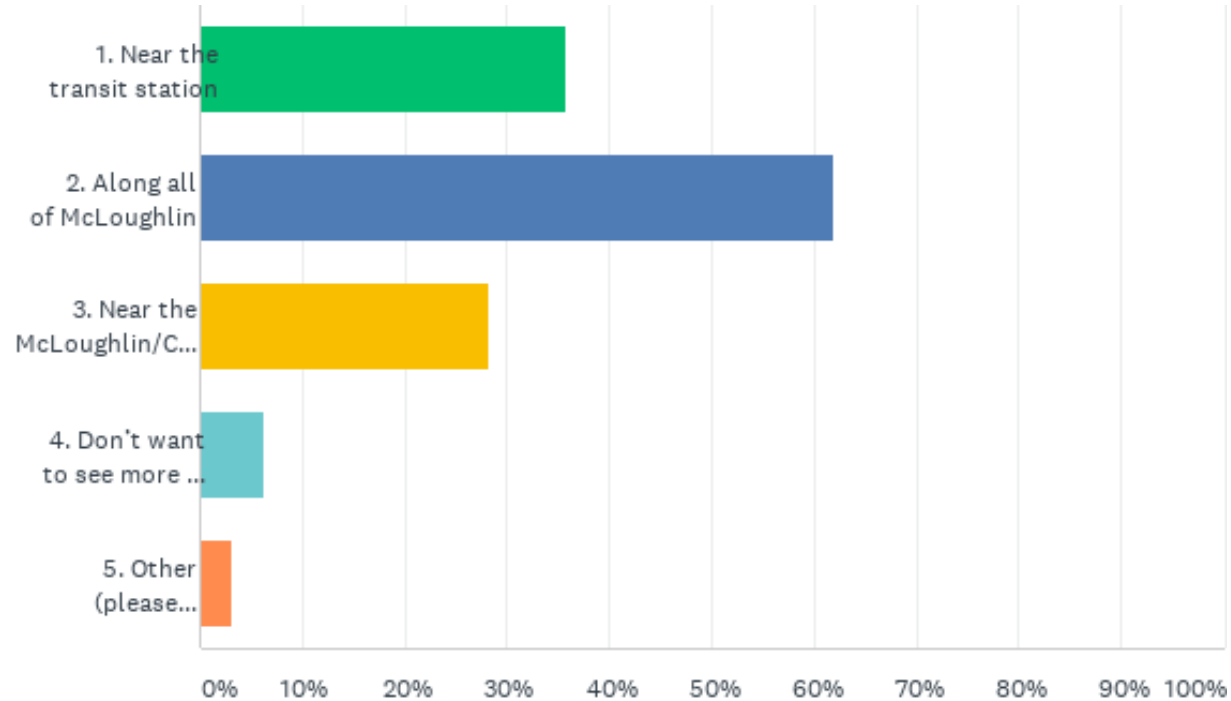
288

Total Responses

June 26, 2020

Q1: Where would you like to see more job opportunities?

Answered: 283 Skipped: 5



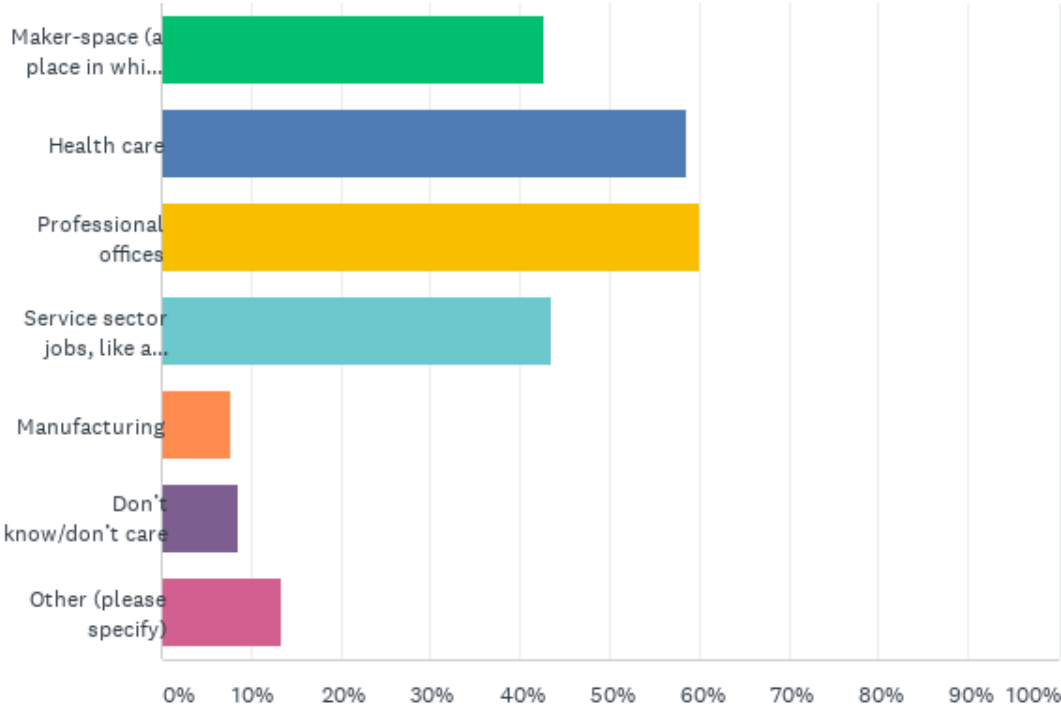
Q1: Where would you like to see more job opportunities?

Answered: 283 Skipped: 5

ANSWER CHOICES	RESPONSES	
1. Near the transit station	35.69%	101
2. Along all of McLoughlin	61.84%	175
3. Near the McLoughlin/Courtney intersection	28.27%	80
4. Don't want to see more job opportunities	6.36%	18
5. Other (please specify)	3.18%	9
Total Respondents: 283		

Q2: What types of job opportunities would you like to see?

Answered: 283 Skipped: 5



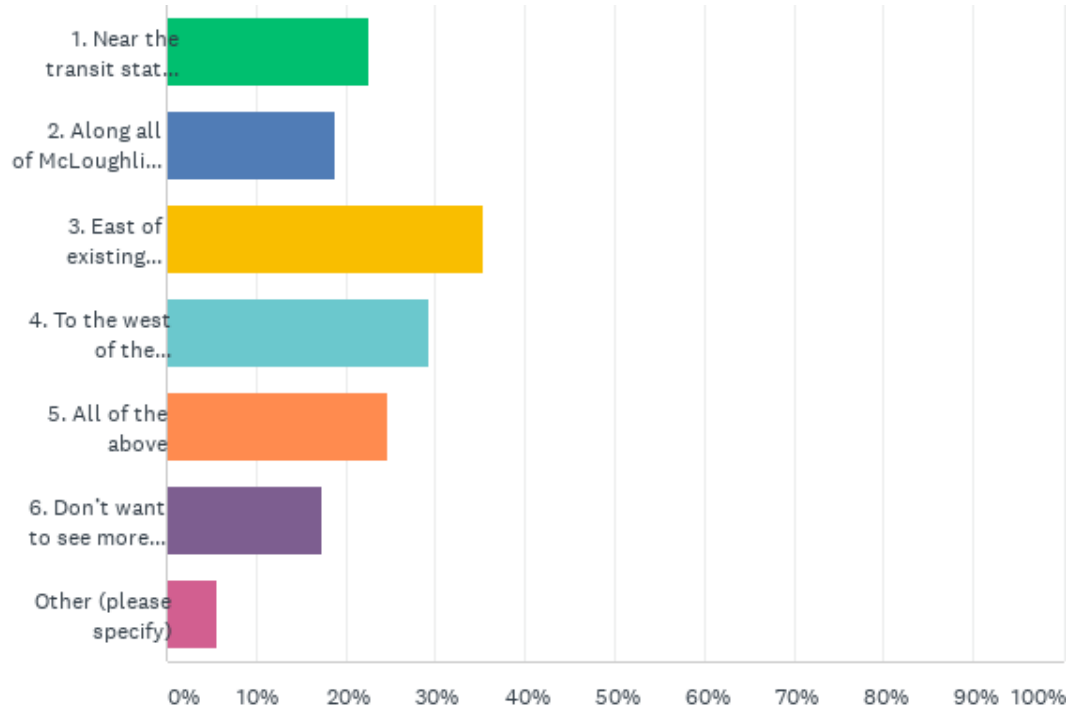
Q2: What types of job opportunities would you like to see?

Answered: 283 Skipped: 5

ANSWER CHOICES	RESPONSES	
Maker-space (a place in which people with shared interests can gather to work on projects while sharing ideas, equipment and knowledge)	42.76%	121
Health care	58.66%	166
Professional offices	60.07%	170
Service sector jobs, like are in the area now	43.46%	123
Manufacturing	7.77%	22
Don't know/don't care	8.48%	24
Other (please specify)	13.43%	38
Total Respondents: 283		

Q3: Where would you like to see more housing opportunities?

Answered: 283 Skipped: 5



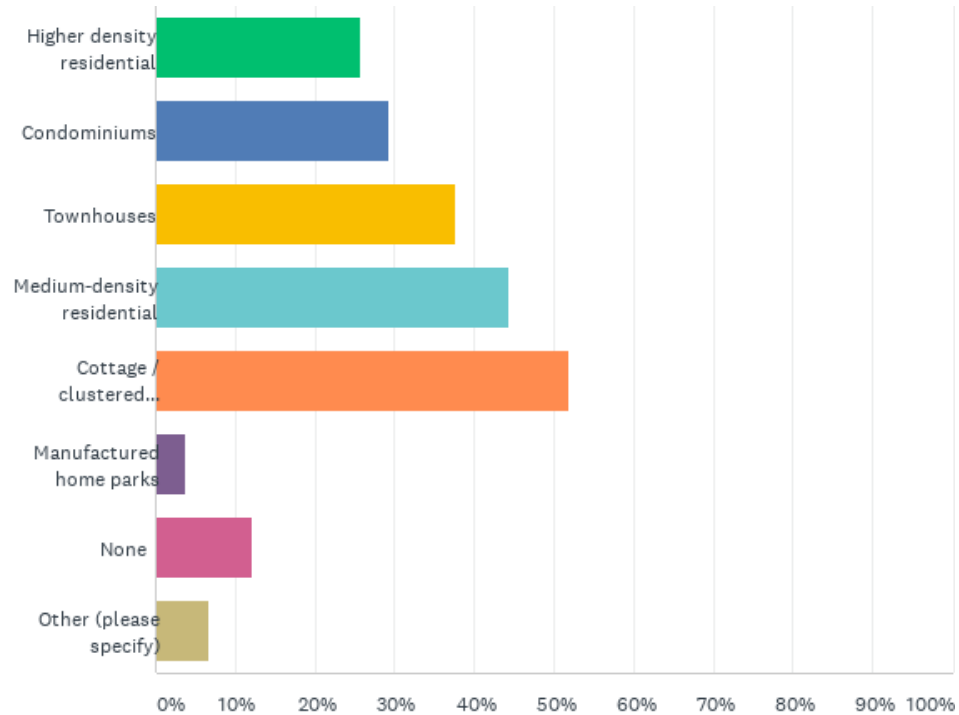
Q3: Where would you like to see more housing opportunities?

Answered: 283 Skipped: 5

ANSWER CHOICES	RESPONSES	
1. Near the transit station (currently zoned General Commercial, shown in pink on the map)	22.61%	64
2. Along all of McLoughlin Blvd. (currently zoned General Commercial, shown in pink on the map)	18.73%	53
3. East of existing commercial area along McLoughlin Blvd. and west of Oatfield Rd. (currently zoned for Multi-Family Residential development, shown in orange on the map)	35.34%	100
4. To the west of the McLoughlin Blvd. commercial area and east of Linden Ln (currently zoned for Multi-Family Residential development, shown in orange on the map)	29.33%	83
5. All of the above	24.73%	70
6. Don't want to see more housing opportunities	17.31%	49
Other (please specify)	5.65%	16
Total Respondents: 283		

Q4: What types of new housing would you like to see in the areas that are close to McLoughlin?

Answered: 287 Skipped: 1



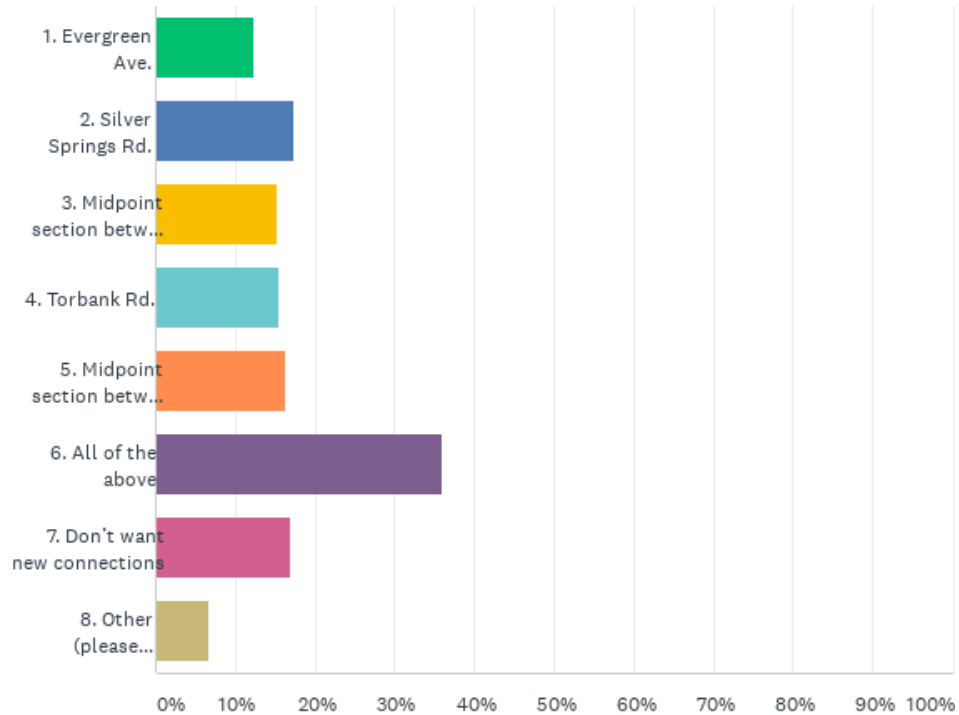
Q4: What types of new housing would you like to see in the areas that are close to McLoughlin?

Answered: 287 Skipped: 1

ANSWER CHOICES	RESPONSES	
Higher density residential	25.78%	74
Condominiums	29.27%	84
Townhouses	37.63%	108
Medium-density residential	44.25%	127
Cottage / clustered housing	51.92%	149
Manufactured home parks	3.83%	11
None	12.20%	35
Other (please specify)	6.62%	19
Total Respondents: 287		

Q5: Where would you like to see new east/west bike and pedestrian-only connections from McLoughlin to the Trolley Trail roughly aligned with:

Answered: 283 Skipped: 5



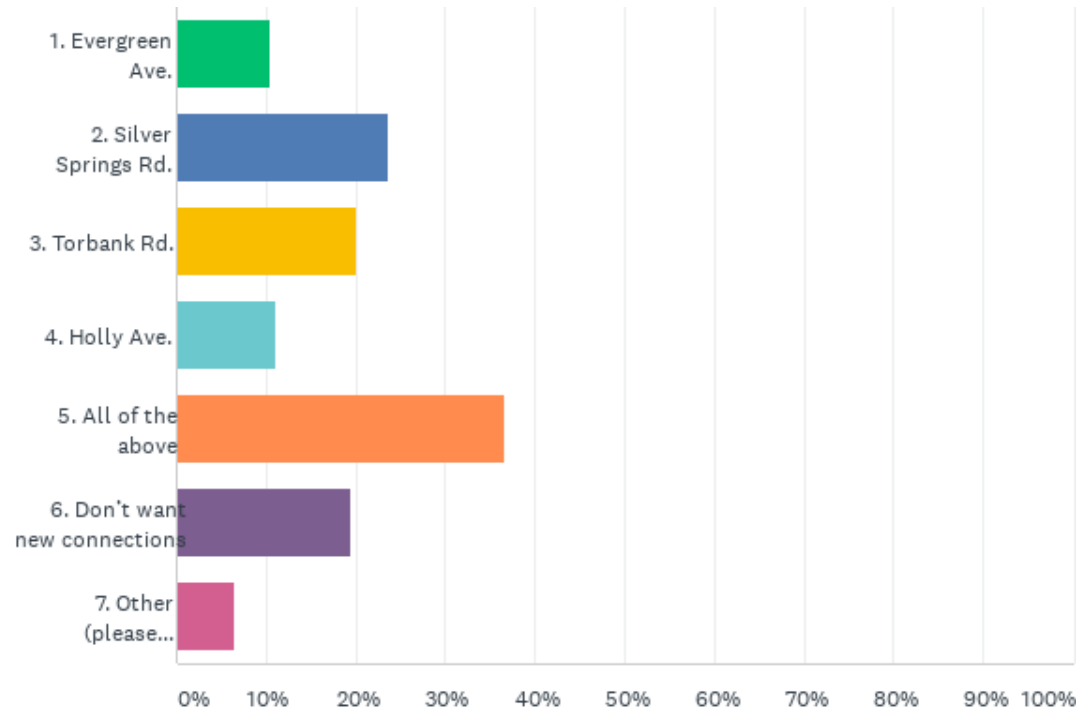
Q5: Where would you like to see new east/west bike and pedestrian-only connections from McLoughlin to the Trolley Trail roughly aligned with:

Answered: 283 Skipped: 5

ANSWER CHOICES	RESPONSES	
1. Evergreen Ave.	12.37%	35
2. Silver Springs Rd.	17.31%	49
3. Midpoint section between Silver Springs Rd. and Torbank Rd.	15.19%	43
4. Torbank Rd.	15.55%	44
5. Midpoint section between Torbank Rd. and Courtney Rd.	16.25%	46
6. All of the above	36.04%	102
7. Don't want new connections	16.96%	48
8. Other (please specify)	6.71%	19
Total Respondents: 283		

Q6: Where would you like to see new east/west bike and pedestrian-only connections from McLoughlin to Oatfield Rd, roughly in alignment with:

Answered: 278 Skipped: 10



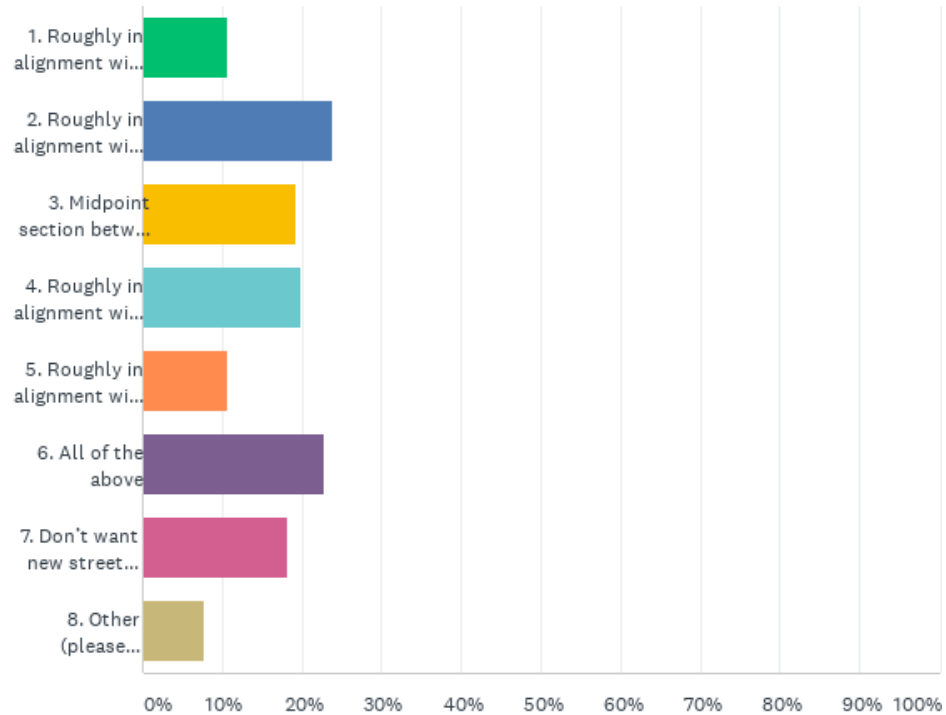
Q6: Where would you like to see new east/west bike and pedestrian-only connections from McLoughlin to Oatfield Rd, roughly in alignment with:

Answered: 278 Skipped: 10

ANSWER CHOICES	RESPONSES	
1. Evergreen Ave.	10.43%	29
2. Silver Springs Rd.	23.74%	66
3. Torbank Rd.	20.14%	56
4. Holly Ave.	11.15%	31
5. All of the above	36.69%	102
6. Don't want new connections	19.42%	54
7. Other (please specify)	6.47%	18
Total Respondents: 278		

Q7: Where would you like to see new street crossings along McLoughlin?

Answered: 281 Skipped: 7



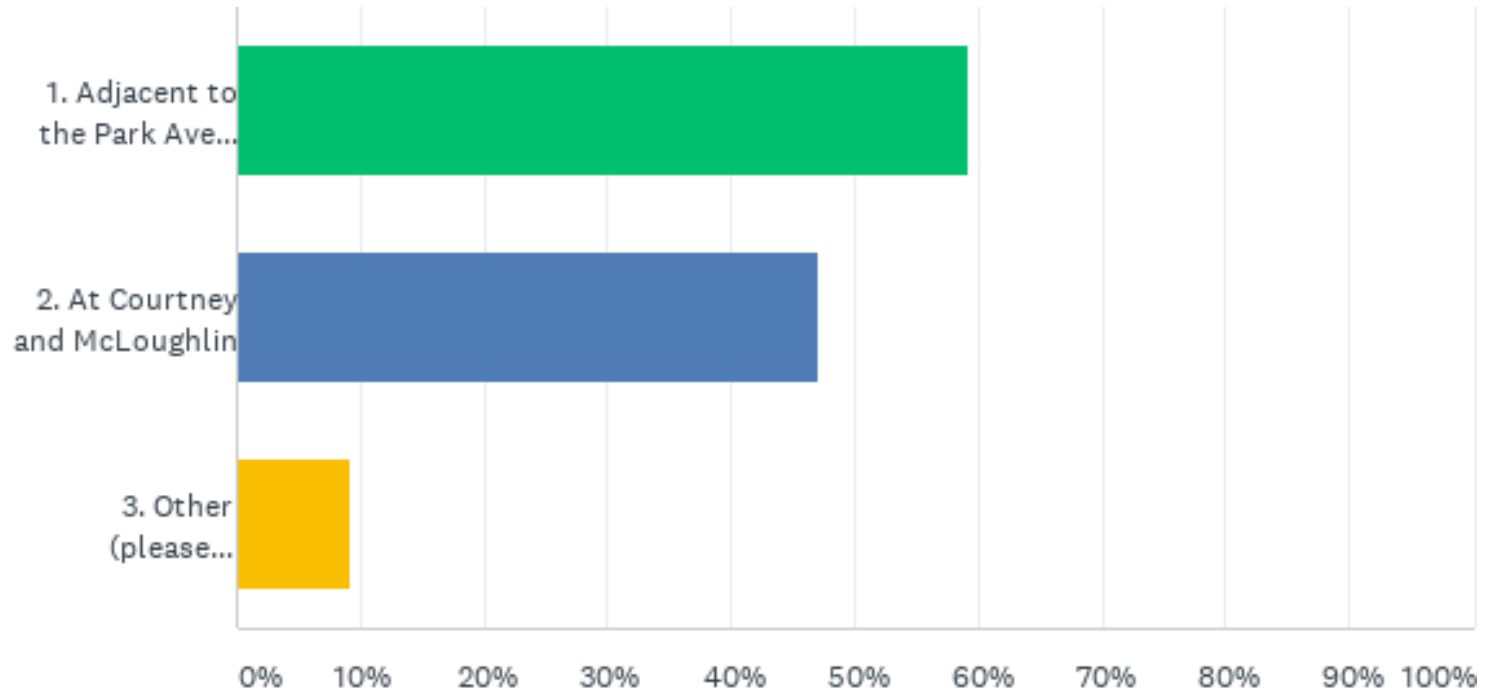
Q7: Where would you like to see new street crossings along McLoughlin?

Answered: 281 Skipped: 7

ANSWER CHOICES	RESPONSES	
1. Roughly in alignment with Evergreen	10.68%	30
2. Roughly in alignment with Silver Springs	23.84%	67
3. Midpoint section between Silver Springs Rd. and Torbank Rd.	19.22%	54
4. Roughly in alignment with Torbank	19.93%	56
5. Roughly in alignment with Holly Ave	10.68%	30
6. All of the above	22.78%	64
7. Don't want new street crossings	18.15%	51
8. Other (please specify)	7.83%	22
Total Respondents: 281		

Q8: When you think of a future heart, hub and gathering space for the community, where do you picture it?

Answered: 280 Skipped: 8



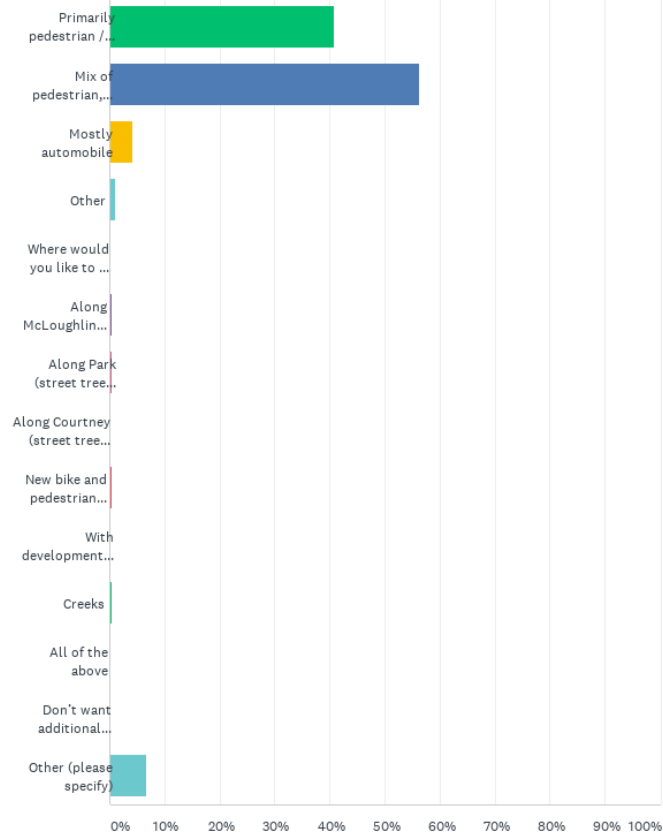
Q8: When you think of a future heart, hub and gathering space for the community, where do you picture it?

Answered: 280 Skipped: 8

ANSWER CHOICES	RESPONSES	
1. Adjacent to the Park Ave transit station	59.29%	166
2. At Courtney and McLoughlin	47.14%	132
3. Other (please specify)	9.29%	26
Total Respondents: 280		

Q9: How should people in the neighborhood be able to access the future hub?

Answered: 284 Skipped: 4



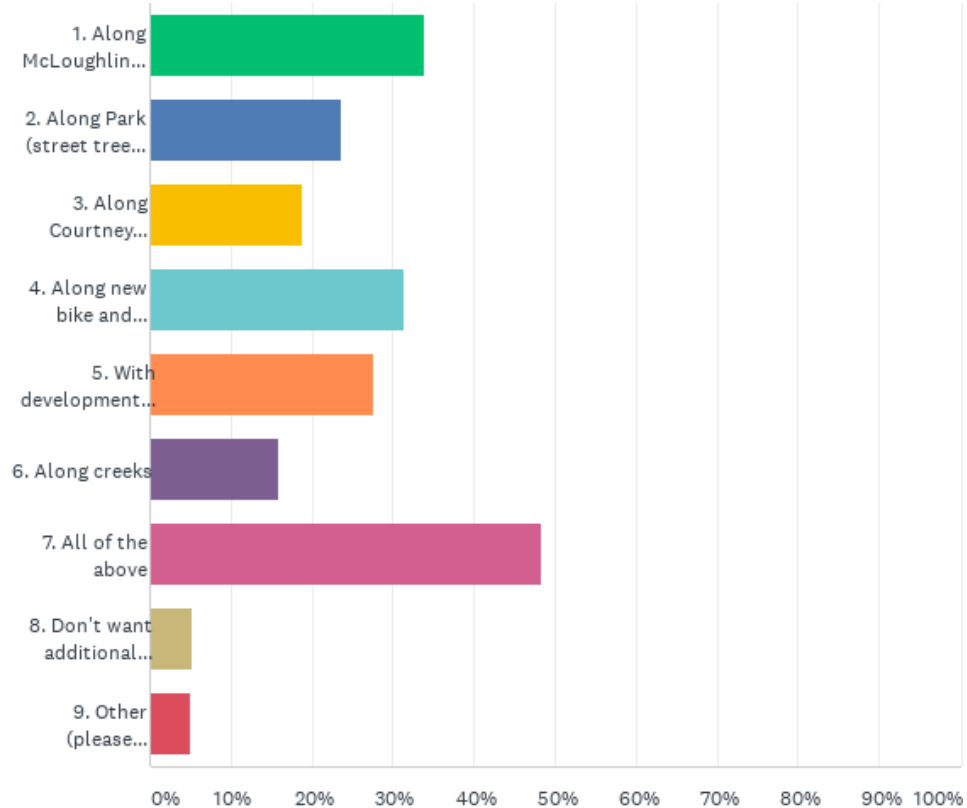
Q9: How should people in the neighborhood be able to access the future hub?

Answered: 284 Skipped: 4

ANSWER CHOICES	RESPONSES	
Primarily pedestrian / bicycle	40.85%	116
Mix of pedestrian, bike and auto	56.34%	160
Mostly automobile	4.23%	12
Other	1.06%	3
Where would you like to see additional landscape, trees and natural systems? Provide along:	0.00%	0
Along McLoughlin (street trees, planting strips, etc.)	0.35%	1
Along Park (street trees, planting strips, etc.)	0.35%	1
Along Courtney (street trees, planting strips, etc.)	0.00%	0
New bike and pedestrian paths	0.35%	1
With development (small planted areas and courtyards)	0.00%	0
Creeks	0.35%	1
All of the above	0.00%	0
Don't want additional landscape, trees and natural systems	0.00%	0
Other (please specify)	6.69%	19
Total Respondents: 284		

Q10: Where would you like to see additional landscape, trees and natural systems?

Answered: 283 Skipped: 5



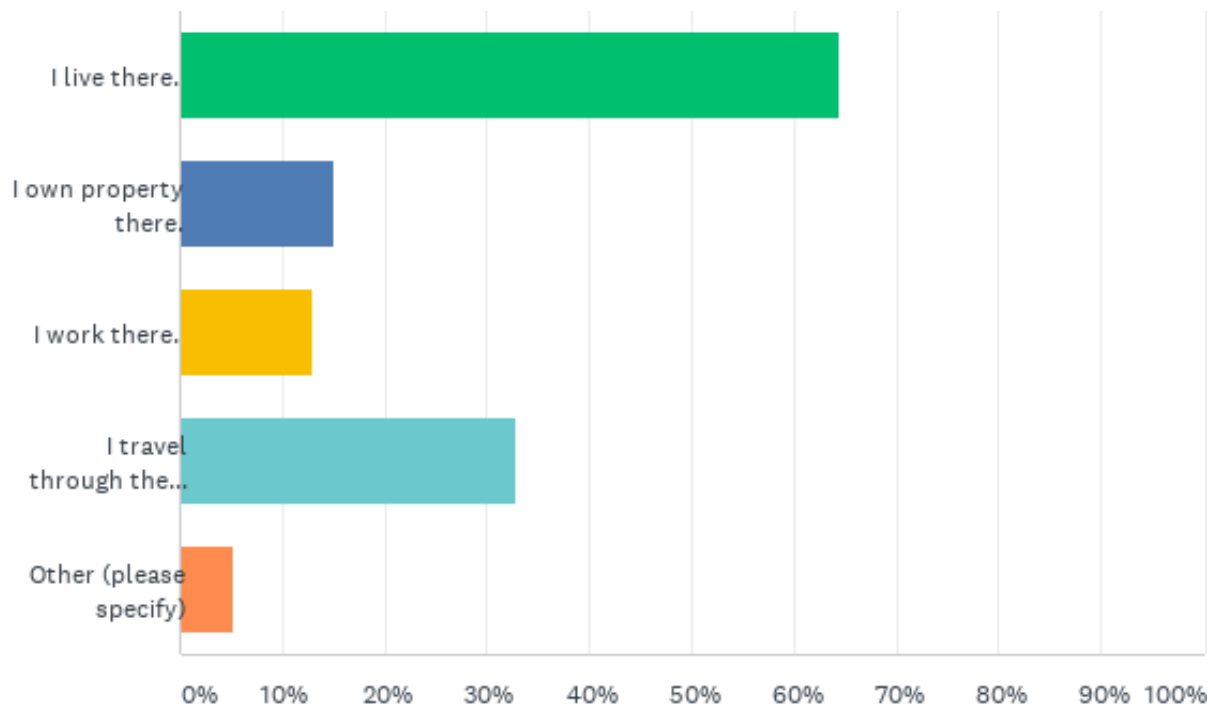
Q10: Where would you like to see additional landscape, trees and natural systems?

Answered: 283 Skipped: 5

ANSWER CHOICES	RESPONSES	
1. Along McLoughlin (street trees, planting strips, etc.)	33.92%	96
2. Along Park (street trees, planting strips, etc.)	23.67%	67
3. Along Courtney (street trees, planting strips, etc.)	18.73%	53
4. Along new bike and pedestrian paths	31.45%	89
5. With development (small planted areas and courtyards)	27.56%	78
6. Along creeks	15.90%	45
7. All of the above	48.41%	137
8. Don't want additional landscape, trees and natural systems	5.30%	15
9. Other (please specify)	4.95%	14
Total Respondents: 283		

Q11: What is your relationship to the Park Avenue Project area within 1/2-mile of the light-rail station?

Answered: 287 Skipped: 1



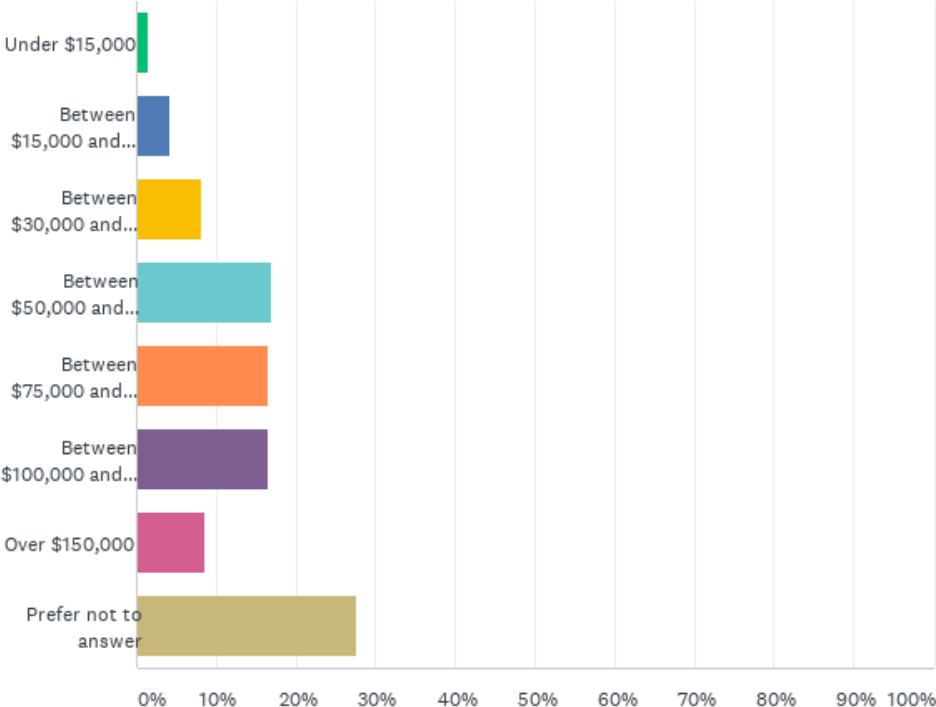
Q11: What is your relationship to the Park Avenue Project area within 1/2-mile of the light-rail station?

Answered: 287 Skipped: 1

ANSWER CHOICES	RESPONSES	
I live there.	64.46%	185
I own property there.	14.98%	43
I work there.	12.89%	37
I travel through the area.	32.75%	94
Other (please specify)	5.23%	15
Total Respondents: 287		

Q14: What is your annual income?

Answered: 283 Skipped: 5



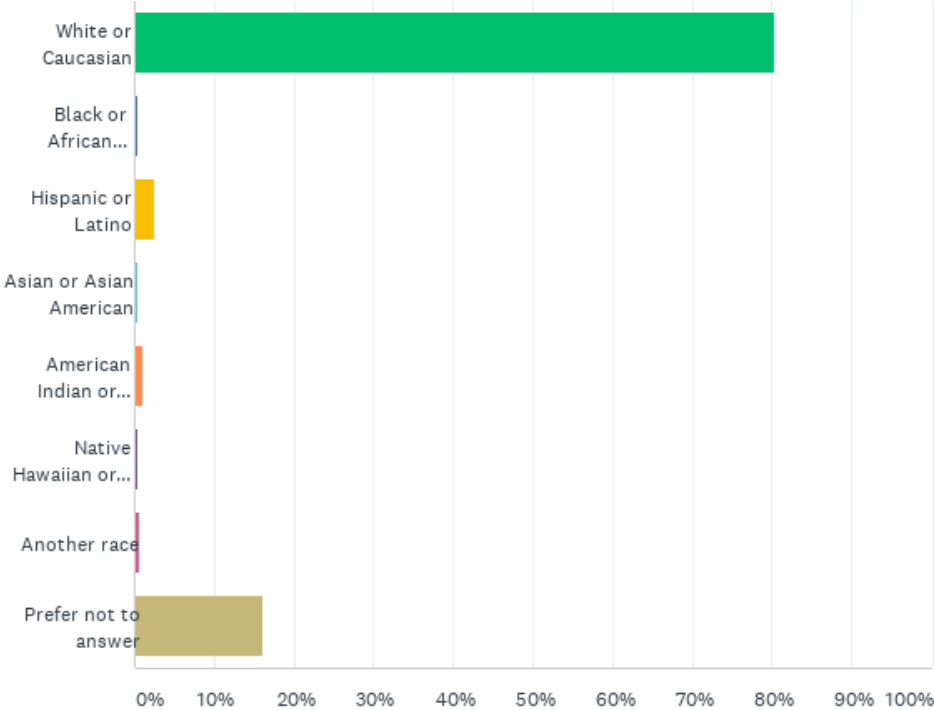
Q14: What is your annual income?

Answered: 283 Skipped: 5

ANSWER CHOICES	RESPONSES	
Under \$15,000	1.41%	4
Between \$15,000 and \$29,999	4.24%	12
Between \$30,000 and \$49,999	8.13%	23
Between \$50,000 and \$74,999	16.96%	48
Between \$75,000 and \$99,999	16.61%	47
Between \$100,000 and \$150,000	16.61%	47
Over \$150,000	8.48%	24
Prefer not to answer	27.56%	78
TOTAL		283

Q15: What is your race or ethnicity? (please check all that apply)

Answered: 284 Skipped: 4



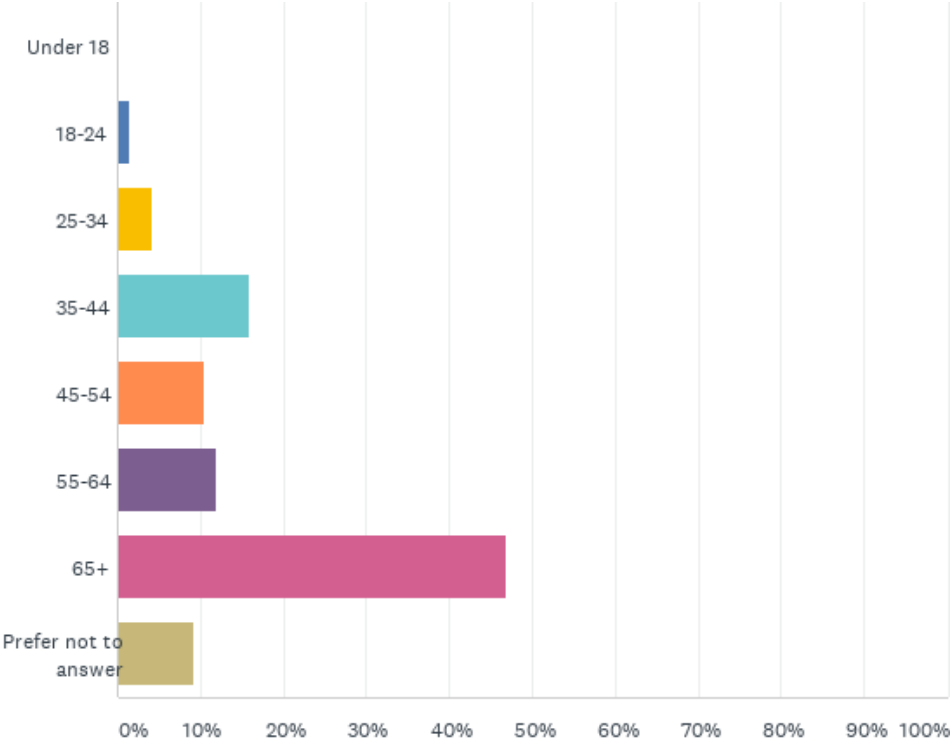
Q15: What is your race or ethnicity? (please check all that apply)

Answered: 284 Skipped: 4

ANSWER CHOICES	RESPONSES	
White or Caucasian	80.28%	228
Black or African American	0.35%	1
Hispanic or Latino	2.46%	7
Asian or Asian American	0.35%	1
American Indian or Alaska Native	1.06%	3
Native Hawaiian or other Pacific Islander	0.35%	1
Another race	0.70%	2
Prefer not to answer	16.20%	46
Total Respondents: 284		

Q16: What age group are you in?

Answered: 284 Skipped: 4



Q16: What age group are you in?

Answered: 284 Skipped: 4

ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	1.41%	4
25-34	4.23%	12
35-44	15.85%	45
45-54	10.56%	30
55-64	11.97%	34
65+	46.83%	133
Prefer not to answer	9.15%	26
TOTAL		284

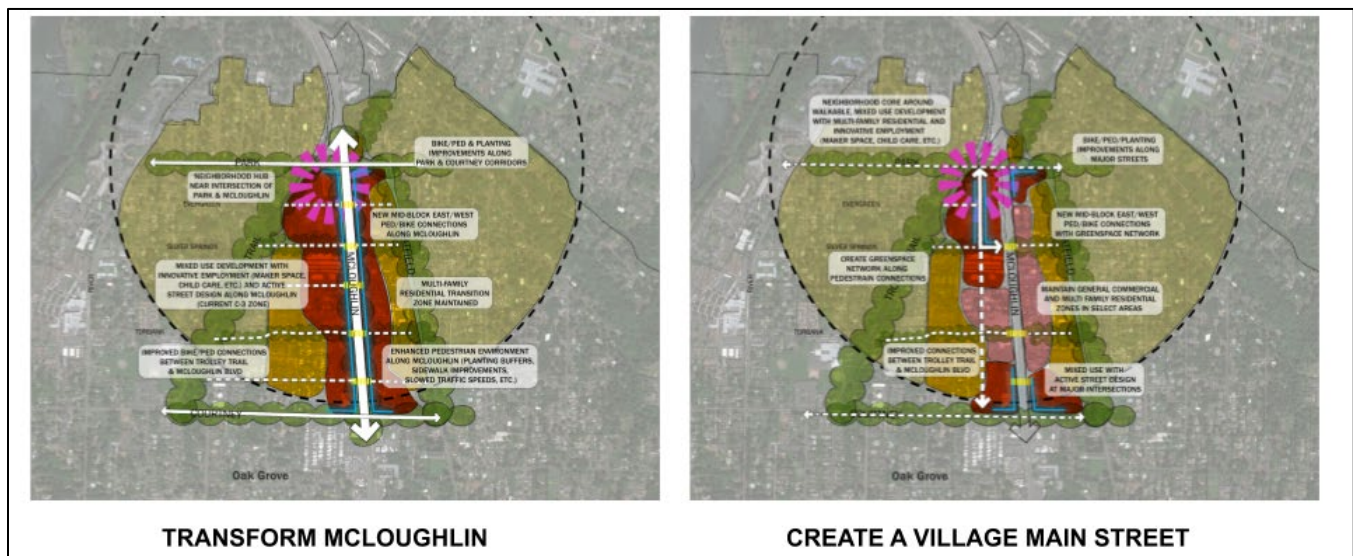
Park Avenue Community Project

Framework Plan* Alternatives: Help Plan the Future of the Park Ave Community

The Park Avenue Community Advisory Committee and Clackamas County are working with residents and businesses to create updated land use development and design standards for commercial areas within ½-mile of the Park Ave MAX station in Oak Grove. The standards will support economic development in commercial areas and protect and preserve surrounding residential areas. The Advisory Committee is reviewing draft alternatives (see below) for how the area could develop. Please share your input what's needed to create a vibrant, inclusive, thriving neighborhood and business community for the future.

JOIN A DISCUSSION GROUP JULY 21!

TAKE THE SURVEY BY JULY 31!



**These are the draft Framework Plan alternatives; a 20-year map-based vision that shows possible variations in types of development, hubs of activity, connections, crossings and open spaces.*

- **Take the survey:** www.clackamas.us/planning/parkave
- **Join a Zoom discussion on Tuesday, July 21**
 - **8-9:30 a.m.:** For business owners --
<https://clackamascounty.zoom.us/j/7308708016>
 - **5-6:30 p.m.:** For commercial property owners --
<https://clackamascounty.zoom.us/j/7308708016>



Learn about and discuss options for your community's future, including:

- Community gathering spaces
- Business and retail
- Housing options
- Safe walking, biking & parking
- Neighborhood centers
- Green spaces

For more information: email 4BIZ@clackamas.us, call 503-742-4BIZ or contact Jon Legarza at jlegarza@clackamas.us.

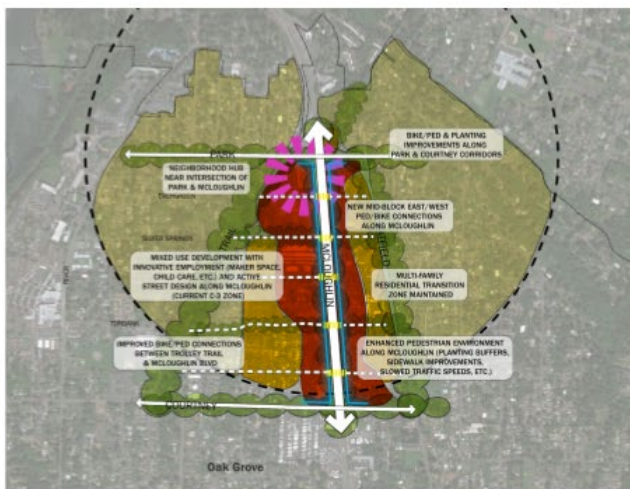
Alternativas del Plan Estructural*:

Ayude a Planear el Futuro de la Comunidad de Park Ave

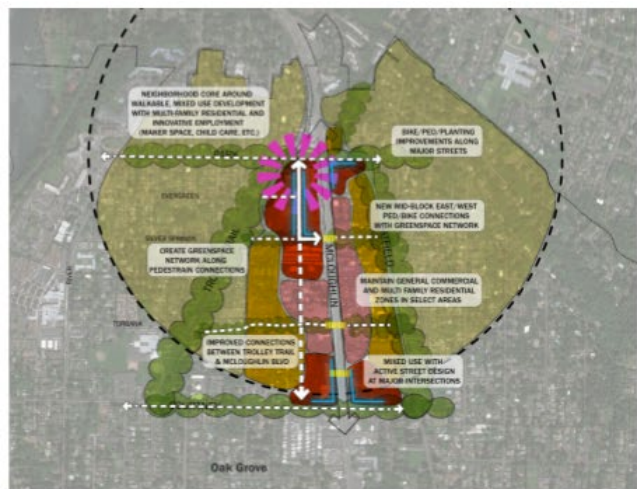
El Comité Asesor de la Comunidad de Park Avenue y el Condado de Clackamas están trabajando con los residentes y los negocios para crear estándares actualizados de desarrollo y diseño sobre el uso del suelo en las áreas comerciales dentro de un radio de ½ milla de la estación de Park Ave del MAX en Oak Grove. Los estándares respaldarán el desarrollo económico en áreas comerciales y protegerán y preservarán las áreas residenciales colindantes. El Comité Asesor está revisando los bosquejos de las alternativas (vea a continuación) sobre cómo puede desarrollarse el área. Por favor, comparta sus comentarios sobre lo que se necesita para crear un vecindario y una comunidad comercial vibrantes, inclusivos y prósperos para el futuro.

¡ÚNASE A UN GRUPO DE DISCUSIÓN EL 21 DE JULIO!

¡RESPONDA LA ENCUESTA A MÁS TARDAR HASTA EL 31 DE JULIO!



TRANSFORME MCLOUGHLIN



CREAR UNA CALLE PRINCIPAL QUE SEA UNA VILLA

*Estos son bosquejos de las alternativas del Plan Estructural; una visión de 20 años basada en el mapa que muestra las diferentes variaciones en los tipos de desarrollo, centros de actividad, conexiones, cruces y espacios abiertos.

- **Responda la encuesta:** www.clackamas.us/planning/parkave
- **Únase a la discusión en Zoom el martes 21 de julio**
 - **8-9:30 a. m.:** Para dueños de negocios -- <https://clackamascounty.zoom.us/j/7308708016>
 - **5-6:30 p. m.:** Para los dueños de propiedades comerciales -- <https://clackamascounty.zoom.us/j/7308708016>



Obtenga información y hable de las opciones para el futuro de su comunidad, incluidos:

- Los espacios para encuentros comunitarios
- Los negocios y comercios
- Las opciones de vivienda
- Caminar, andar en bicicleta y estacionarse con seguridad
- Los centros comunitarios
- Los espacios verdes

Para obtener más información: envíe un correo electrónico a 4BIZ@clackamas.us, o llame al 503-742-4BIZ o contacte a Jon Legarza a jlegarza@clackamas.us.



PARK AVENUE COMMUNITY

PROJECT:

The Future of the Half-Mile Area Around Park Ave & McLoughlin Blvd

Clackamas County is working with the public to create new standards for future development in the ½-mile area around the Park Ave MAX station.

Learn more and share your ideas.

Online workshop: Wednesday, Sept. 16, 6:30-8 p.m.

Online survey: Sept. 10 – Oct. 7

<https://surveymonkey.com/r/ParkFuture>

This is what McLoughlin Blvd looks like now, just south of Park Ave.



McLoughlin/Park looking south, 2020

Let us know what you'd like to see in the future...

- *More places for people to live, work and gather?*
- *Wider sidewalks?*
- *Trees and landscaping?*
- *Courtyards?*
- *Walking / biking paths between housing and shopping?*
- *Mixed housing?*

More information: www.clackamas.us/planning/parkave

Questions? Contact Karen Buehrig, karenb@clackamas.us or 503-742-4683



PROYECTO COMUNITARIO DE PARK AVENUE:

El futuro del área de media milla alrededor de Park Ave y McLoughlin Blvd

El Condado de Clackamas está trabajando con el público para crear nuevos estándares para desarrollos en el futuro en el área de ½ milla alrededor de la estación de Park Ave de MAX.

Obtenga más información y comparta sus ideas.

Taller en línea: Miércoles, 16 de septiembre de 6:30 a 8 p. m.

Encuesta en línea: Sept. 10 – Oct. 7

<https://surveymonkey.com/r/ParkFuture>

Así es como se ve el McLoughlin Blvd ahora, justo al sur de Park Ave.



McLoughlin/Park viendo hacia el sur, 2020

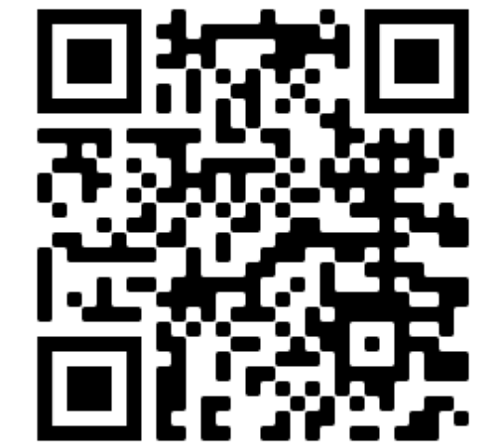
Déjenos saber qué le gustaría ver en el futuro...

- *¿Más lugares para que las personas vivan, trabajen y se reúnan?*
- *¿Aceras más amplias?*
- *¿Árboles y jardinería?*
- *¿Patios?*
- *¿Senderos para caminar / andar en bicicleta, entre las viviendas y las áreas comerciales?*
- *¿Vivienda mixta?*

Para obtener más información, visite: www.clackamas.us/planning/parkave

¿Tiene preguntas?

Contacte a Karen Buehrig, karenb@clackamas.us o al 503-742-4683



Park Avenue

Take the 2nd Survey

Completa la segunda encuesta

Sept. 10 to Oct. 7

Thank you for your participation!

www.clackamas.us/planning/parkave



Park Ave Community: Designing for the Future

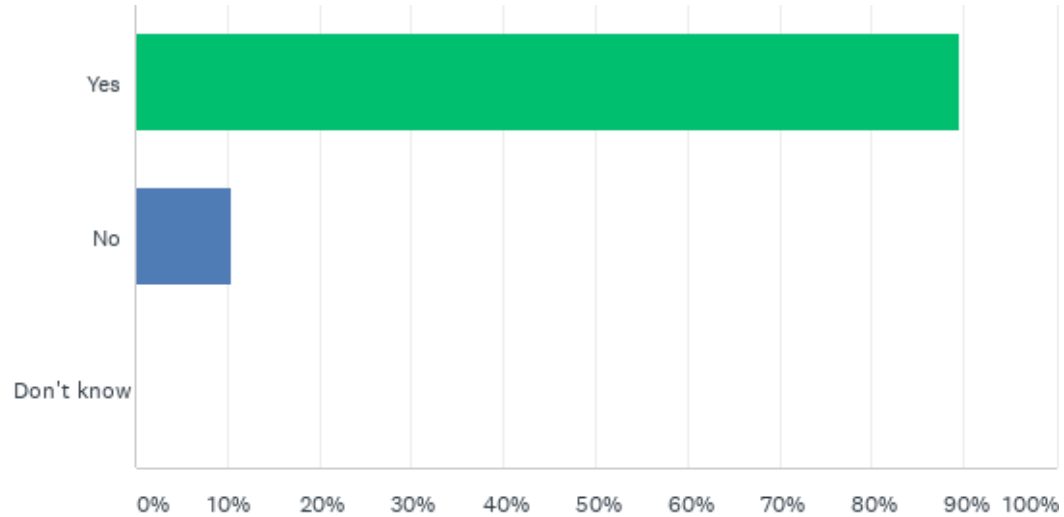
Friday, October 09, 2020

125 Total Responses

BCC Planning Session Sheet Page 115

Q1: Would you support limiting development of new car sales lots in the commercial portion of the study area?

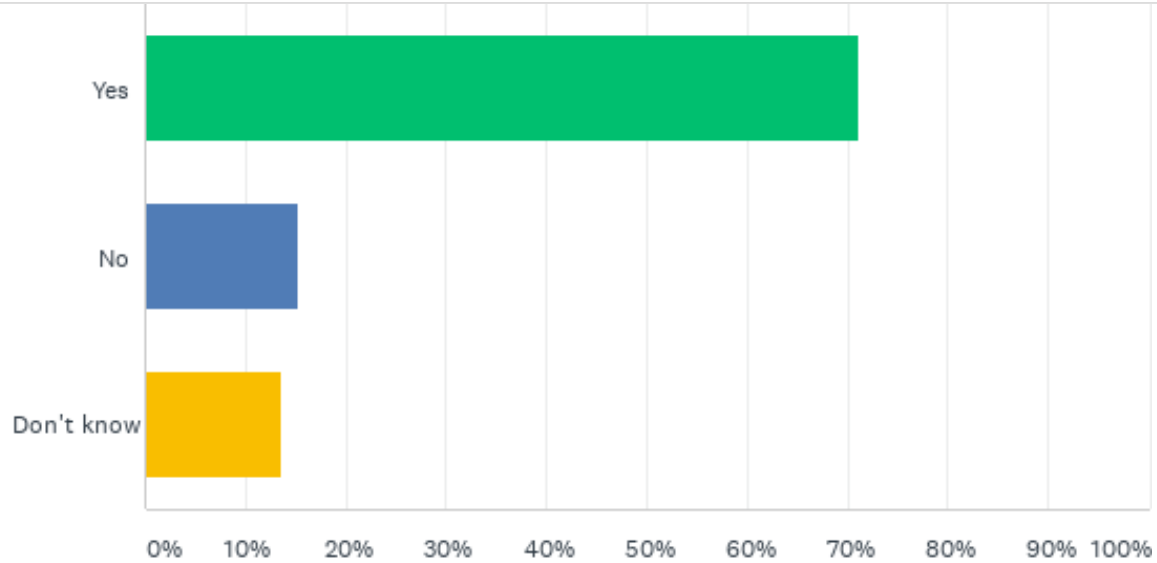
Answered: 125 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	89.60%	112
No	10.40%	13
Don't know	0.00%	0
TOTAL		125

Q2: Would you support limiting development of new drive-through restaurants in the commercial portion of the study area?

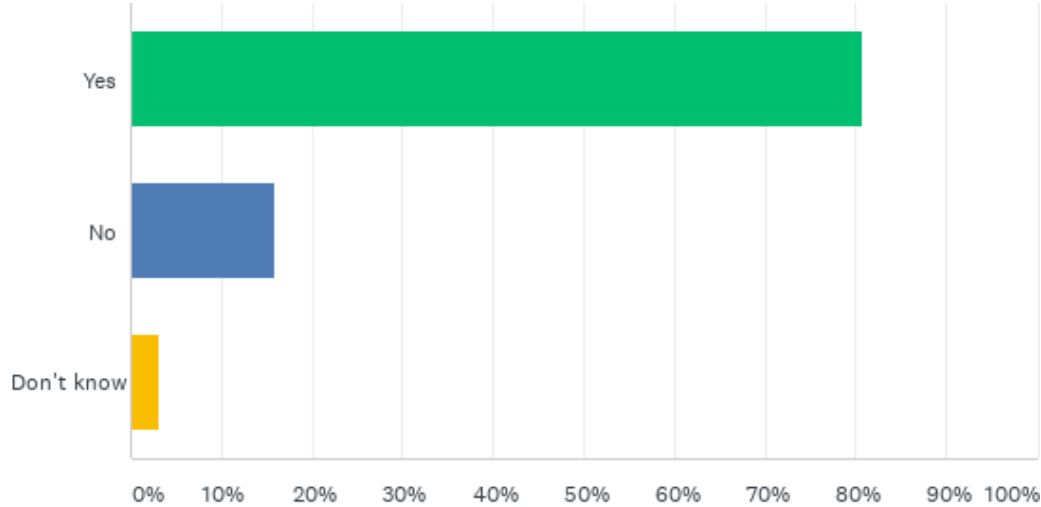
Answered: 125 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	71.20%	89
No	15.20%	19
Don't know	13.60%	17
TOTAL		125

Q3: Would you support limiting development of new auto service-oriented businesses (car washes, gas stations, car repair shops, etc.) in the commercial portion of the study area?

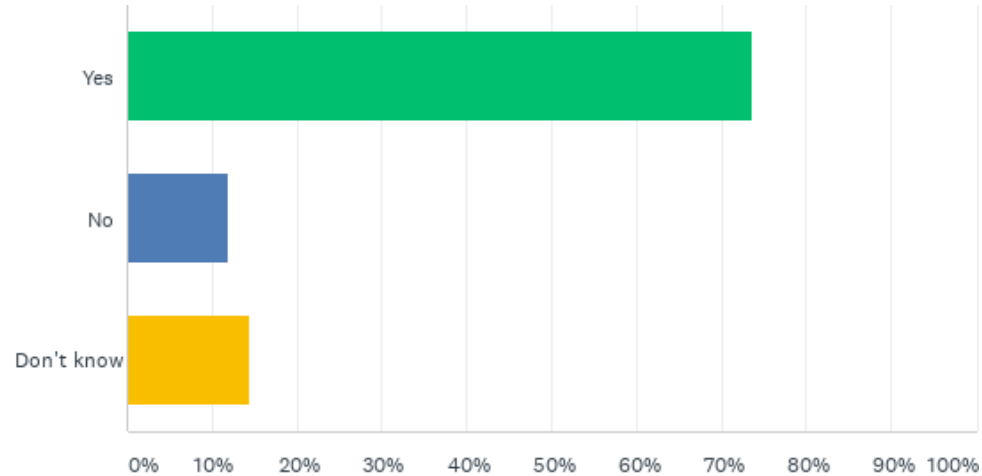
Answered: 125 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	80.80%	101
No	16.00%	20
Don't know	3.20%	4
TOTAL		125

Q4: Would you support adding “maker spaces” (spaces in which people can work together to make things, learn, explore new ideas and share knowledge and skills) that combine office, retail and limited indoor industrial uses in the commercial portion of the study area?

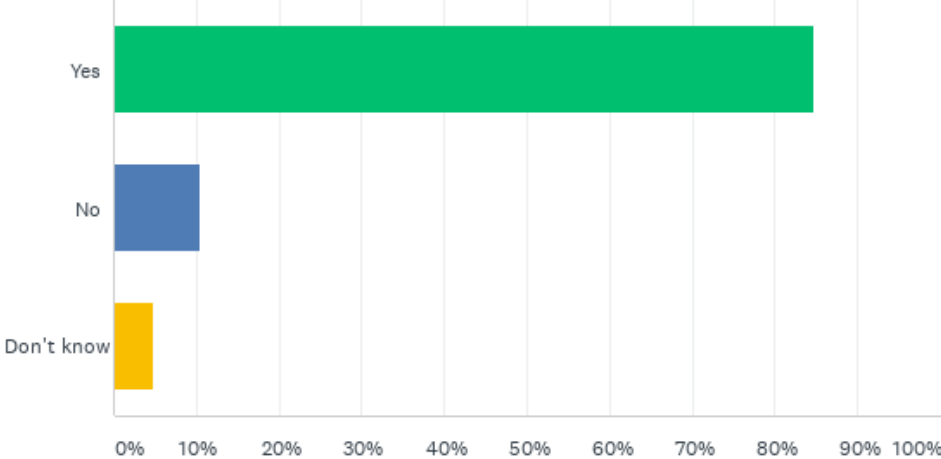
Answered: 125 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	73.60%	92
No	12.00%	15
Don't know	14.40%	18
TOTAL		125

Q5: Would you support prohibiting any new self-storage and outdoor storage facilities in the commercial portion of the study area?

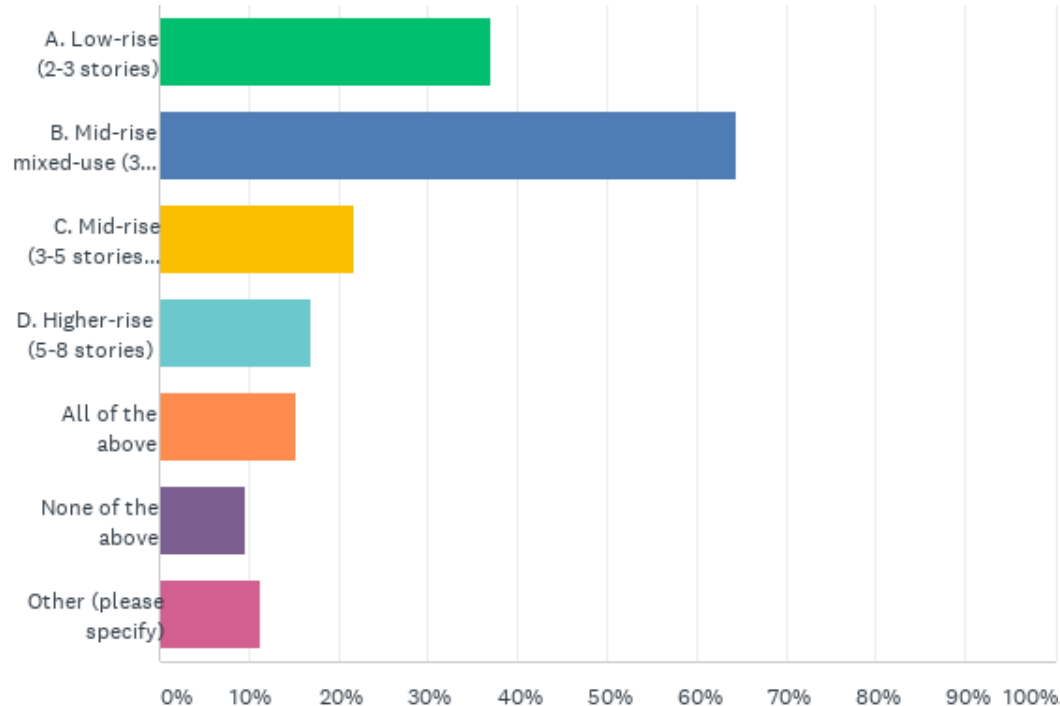
Answered: 125 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	84.80%	106
No	10.40%	13
Don't know	4.80%	6
TOTAL		125

Q6: Residential Development in General Commercial Area – Please review the following photographs (please scroll down) and let us know which of the following types of new residential/housing development you would like to see in the General Commercial area (red on the map) along McLoughlin Boulevard. (You may select as many options as you like.)

Answered: 124 Skipped: 1



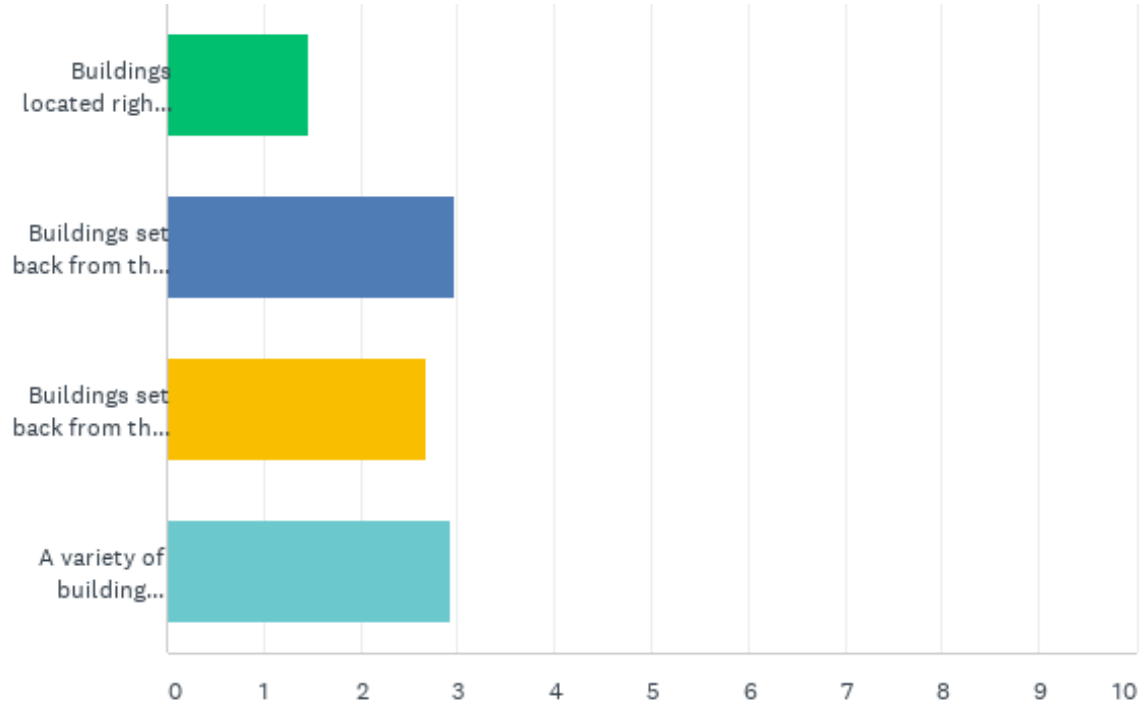
Q6: Residential Development in General Commercial Area – Please review the following photographs (please scroll down) and let us know which of the following types of new residential/housing development you would like to see in the General Commercial area (red on the map) along McLoughlin Boulevard. (You may select as many options as you like.)

Answered: 124 Skipped: 1

ANSWER CHOICES	RESPONSES	
A. Low-rise (2-3 stories)	37.10%	46
B. Mid-rise mixed-use (3-5 stories), with retail and services on the ground floor	64.52%	80
C. Mid-rise (3-5 stories), all residential	21.77%	27
D. Higher-rise (5-8 stories)	16.94%	21
All of the above	15.32%	19
None of the above	9.68%	12
Other (please specify)	11.29%	14
Total Respondents: 124		Attachment 6

Q7: If you were walking along the future McLoughlin, what relationship would you like to see between the buildings, other design elements and the sidewalk? (rank in order of preference, with #1 being the most preferred)

Answered: 120 Skipped: 5



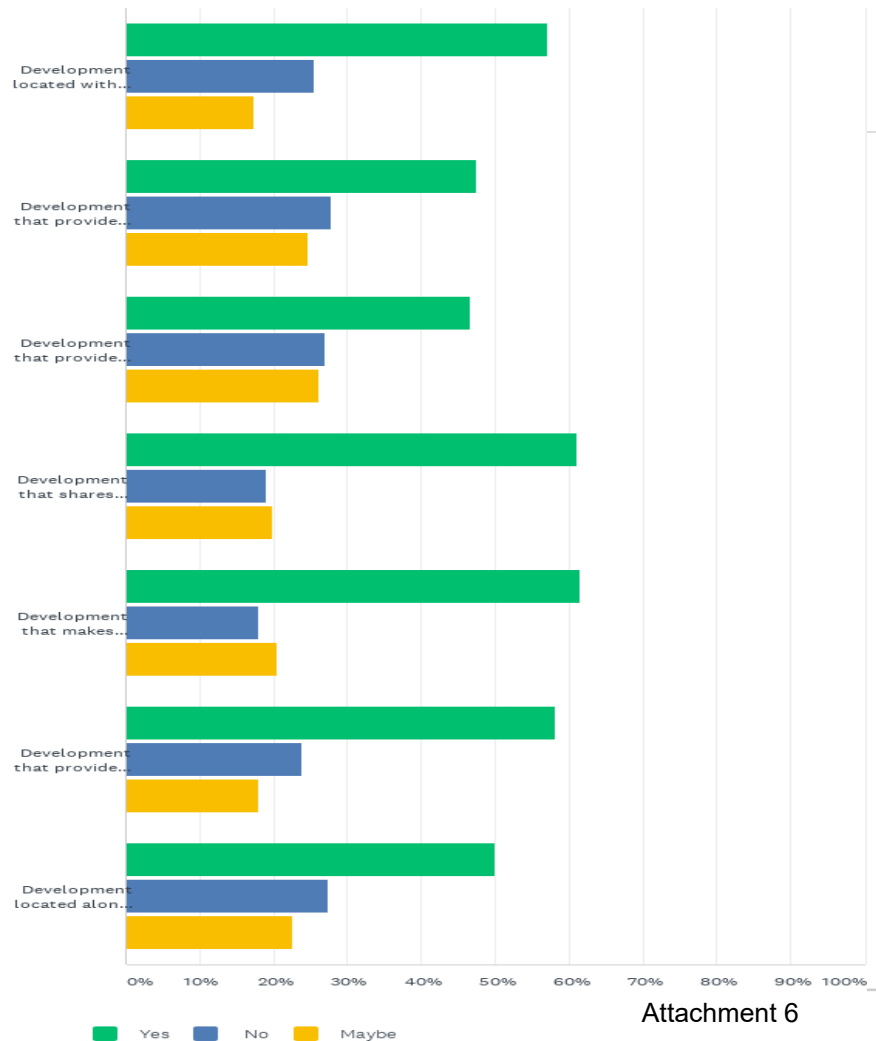
Q7: If you were walking along the future McLoughlin, what relationship would you like to see between the buildings, other design elements and the sidewalk? (rank in order of preference, with #1 being the most preferred)

Answered: 120 Skipped: 5

	1	2	3	4	TOTAL	SCORE
Buildings located right along the edge of the sidewalk	7.14% 8	10.71% 12	4.46% 5	77.68% 87	112	1.47
Buildings set back from the sidewalk by 5-15 feet with landscaping between the building and the sidewalk	36.21% 42	31.90% 37	25.00% 29	6.90% 8	116	2.97
Buildings set back from the sidewalk by 5-15 feet with hard-surfaced pedestrian plazas or other open spaces between the building and the sidewalk	24.14% 28	30.17% 35	34.48% 40	11.21% 13	116	2.67
A variety of building facades, distance from sidewalk, and plazas and landscaping	35.34% 41	26.72% 31	32.76% 38	5.17% 6	116	2.92

Q8: Would you support reducing parking requirements to free up space for buildings and/or landscaping in the following types of new commercial developments? (yes, no, don't know options for each)

Answered: 123 Skipped: 2



Q8: Would you support reducing parking requirements to free up space for buildings and/or landscaping in the following types of new commercial developments? (yes, no, don't know options for each)

Answered: 123 Skipped: 2

	YES	NO	MAYBE	TOTAL
Development located within ¼ mile of transit (MAX, bus)	57.02% 69	25.62% 31	17.36% 21	121
Development that provides services for lower-income households	47.54% 58	27.87% 34	24.59% 30	122
Development that provides services for older adults (55 or over)	46.72% 57	27.05% 33	26.23% 32	122
Development that shares parking with nearby developments	61.16% 74	19.01% 23	19.83% 24	121
Development that makes shared vehicles, shuttles or other transportation available to its customers	61.48% 75	18.03% 22	20.49% 25	122
Development that provides expanded bike parking	58.20% 71	23.77% 29	18.03% 22	122
Development located along or within ¼ mile of a high quality bike trail	50.00% 60	27.50% 33	22.50% 27	120

Q9: Would you support reducing parking requirements to allow for additional space for buildings and landscaping for the following types of residential development (housing) in the General Commercial area?

Answered: 124 Skipped: 1



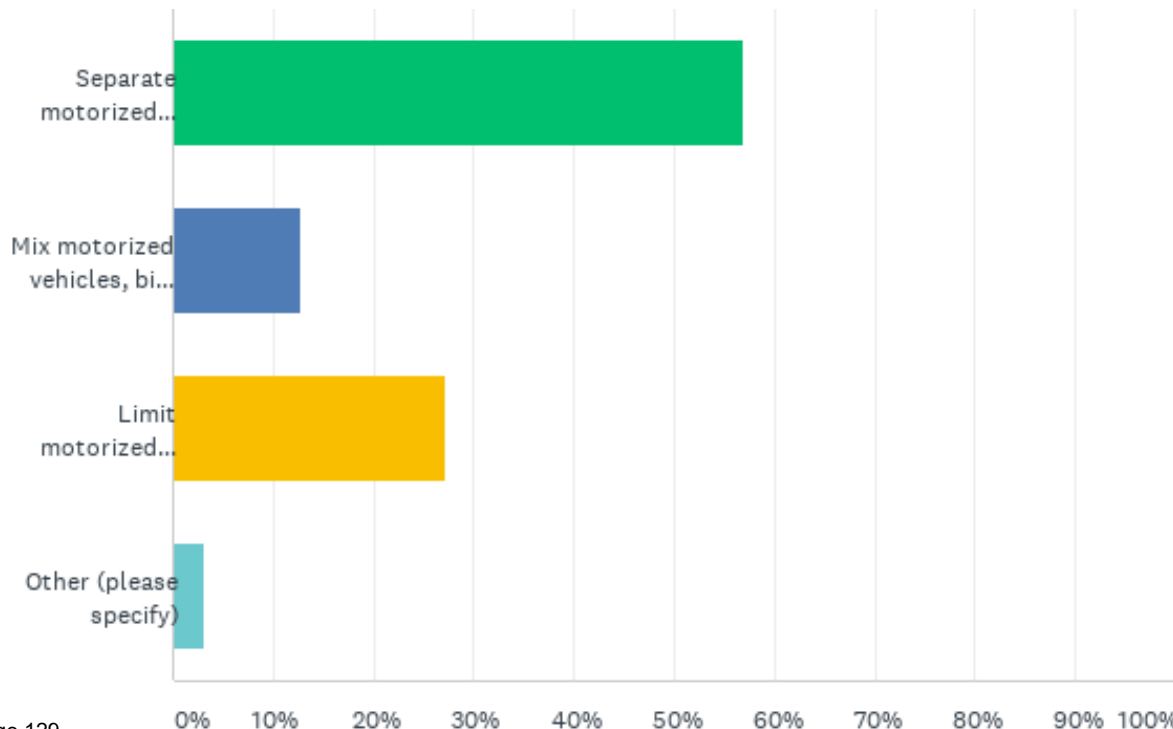
Q9: Would you support reducing parking requirements to allow for additional space for buildings and landscaping for the following types of residential development (housing) in the General Commercial area?

Answered: 124 Skipped: 1

	YES	NO	MAYBE	TOTAL	WEIGHTED AVERAGE
Housing located within ¼ mile of transit (MAX, bus)	53.66% 66	30.08% 37	16.26% 20	123	1.63
Housing for lower-income households	44.35% 55	34.68% 43	20.97% 26	124	1.77
Housing for older adults (55+)	41.80% 51	31.97% 39	26.23% 32	122	1.84
Housing that shares parking with nearby developments	52.07% 63	25.62% 31	22.31% 27	121	1.70
Housing that makes shared vehicles, shuttles or other transportation tools available to its residents	52.03% 64	25.20% 31	22.76% 28	123	1.71
Housing that provides expanded bike parking for its residents	50.00% 61	32.79% 40	17.21% 21	122	1.67
Housing located along or within ¼ mile of a shared quality bike trail	45.16% 56	33.87% 42	20.97% 26	124	1.76

Q10: Which type of connection would you prefer in the General Commercial zone (red area) directly adjacent to McLoughlin Boulevard, assuming that motorized vehicle access is limited to the commercial area, and bike and pedestrian connections extend through and beyond the commercial area?

Answered: 125 Skipped: 0



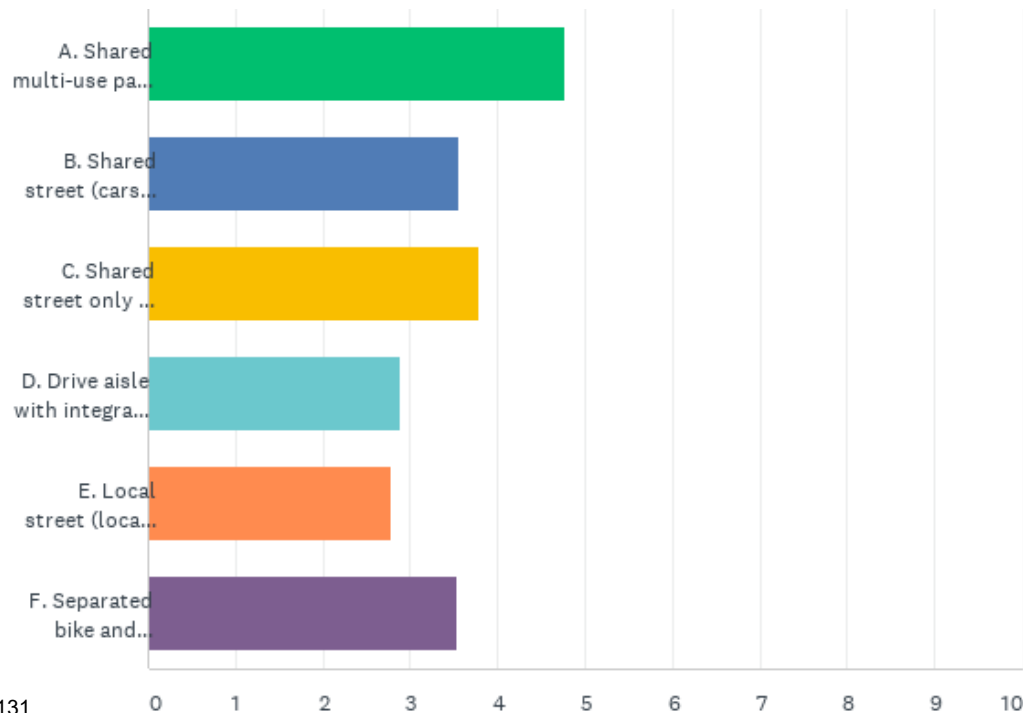
Q10: Which type of connection would you prefer in the General Commercial zone (red area) directly adjacent to McLoughlin Boulevard, assuming that motorized vehicle access is limited to the commercial area, and bike and pedestrian connections extend through and beyond the commercial area?

Answered: 125 Skipped: 0

ANSWER CHOICES	RESPONSES	
Separate motorized vehicles from bikes and pedestrians	56.80%	71
Mix motorized vehicles, bikes and pedestrians	12.80%	16
Limit motorized vehicle access to business driveways only; allow bikes and pedestrians in all areas	27.20%	34
Other (please specify)	3.20%	4
TOTAL		125

Q11: Please look at the following photos and let us know which ones best capture the type of new vehicle, pedestrian and/or bicycle connections you would like to see in the General Commercial zone directly adjacent to McLoughlin Boulevard (red area): (rank in order of preference)

Answered: 121 Skipped: 4



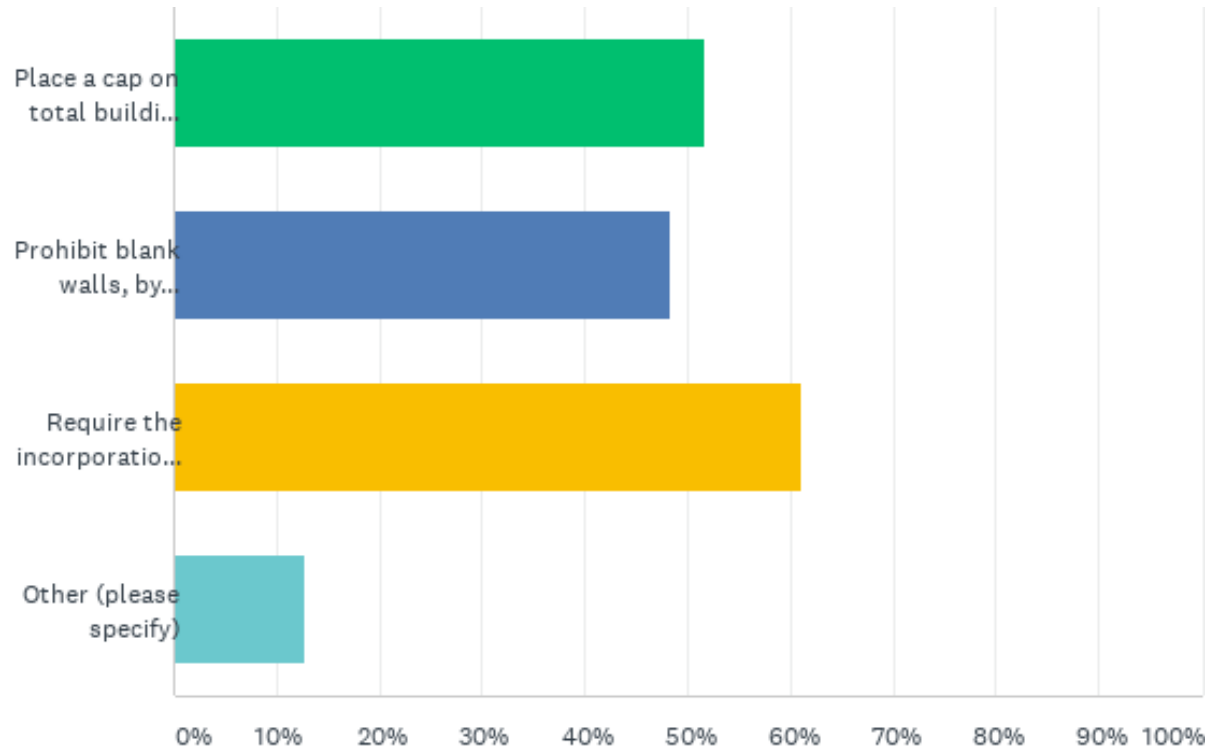
Q11: Please look at the following photos and let us know which ones best capture the type of new vehicle, pedestrian and/or bicycle connections you would like to see in the General Commercial zone directly adjacent to McLoughlin Boulevard (red area): (rank in order of preference)

Answered: 121 Skipped: 4

	1	2	3	4	5	6	TOTAL	SCORE
A. Shared multi-use path with landscape buffers	43.75% 49	23.21% 26	12.50% 14	9.82% 11	8.04% 9	2.68% 3	112	4.77
B. Shared street (cars allowed, but bikes and pedestrians given priority)	13.16% 15	24.56% 28	16.67% 19	15.79% 18	10.53% 12	19.30% 22	114	3.56
C. Shared street only for bikes and pedestrians (no motorized vehicles allowed except for emergency vehicles)	9.57% 11	27.83% 32	30.43% 35	6.96% 8	13.91% 16	11.30% 13	115	3.78
D. Drive aisle with integrated bike and pedestrian facilities	7.08% 8	5.31% 6	13.27% 15	30.97% 35	29.20% 33	14.16% 16	113	2.88
E. Local street (local cars only at low speeds, with wide sidewalks and street trees)	10.00% 11	7.27% 8	13.64% 15	17.27% 19	23.64% 26	28.18% 31	110	2.78
F. Separated bike and pedestrian paths	23.21% 26	14.29% 16	11.61% 13	16.96% 19	11.61% 13	22.32% 25	112	3.54

Q12: What building design tools do you think are most important to create a pedestrian-scale environment to engage residents and visitors and prevent “big box” stores?

Answered: 118 Skipped: 7



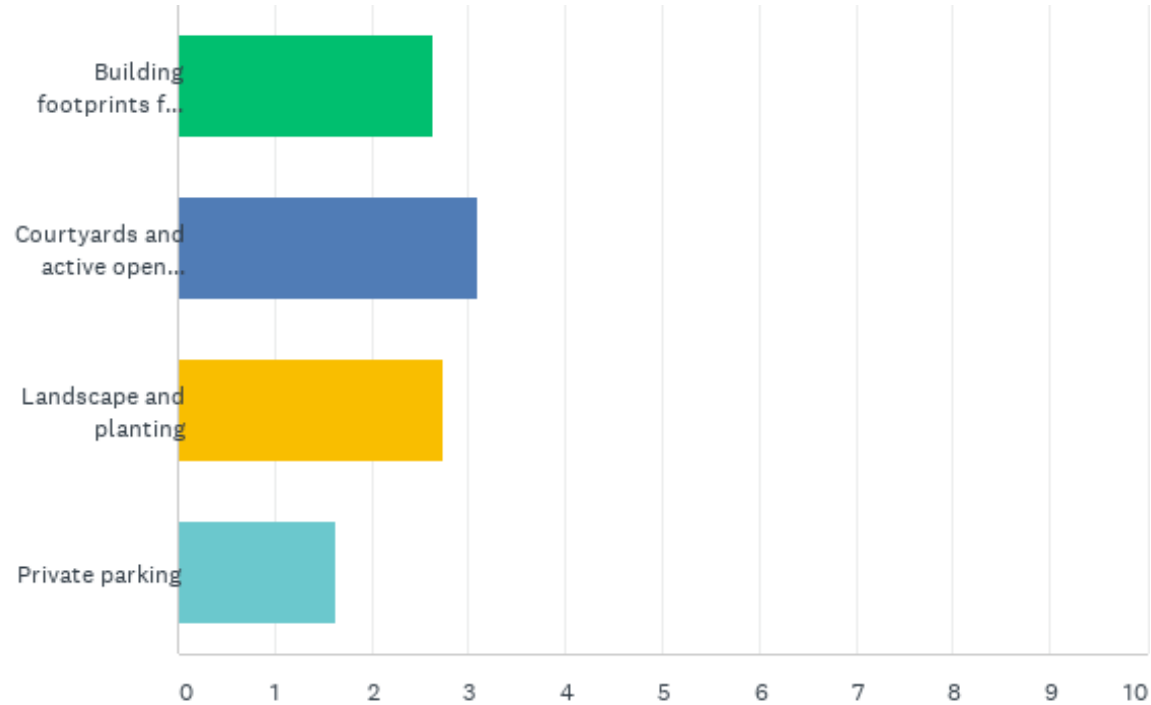
Q12: What building design tools do you think are most important to create a pedestrian-scale environment to engage residents and visitors and prevent “big box” stores?

Answered: 118 Skipped: 7

ANSWER CHOICES	RESPONSES	
Place a cap on total building square footage	51.69%	61
Prohibit blank walls, by requiring ground-floor treatments such as display windows, entrances and landscaping	48.31%	57
Require the incorporation of variations in building design (e.g., changes in materials, wall planes, window patterns, awnings, canopies, etc.) to create a sense of smaller components within the larger building	61.02%	72
Other (please specify)	12.71%	15
Total Respondents: 118		

Q13: Which of the following elements that could be part of redevelopment projects are most important to you? Please rank from most important (#1) to least important (#4).

Answered: 119 Skipped: 6



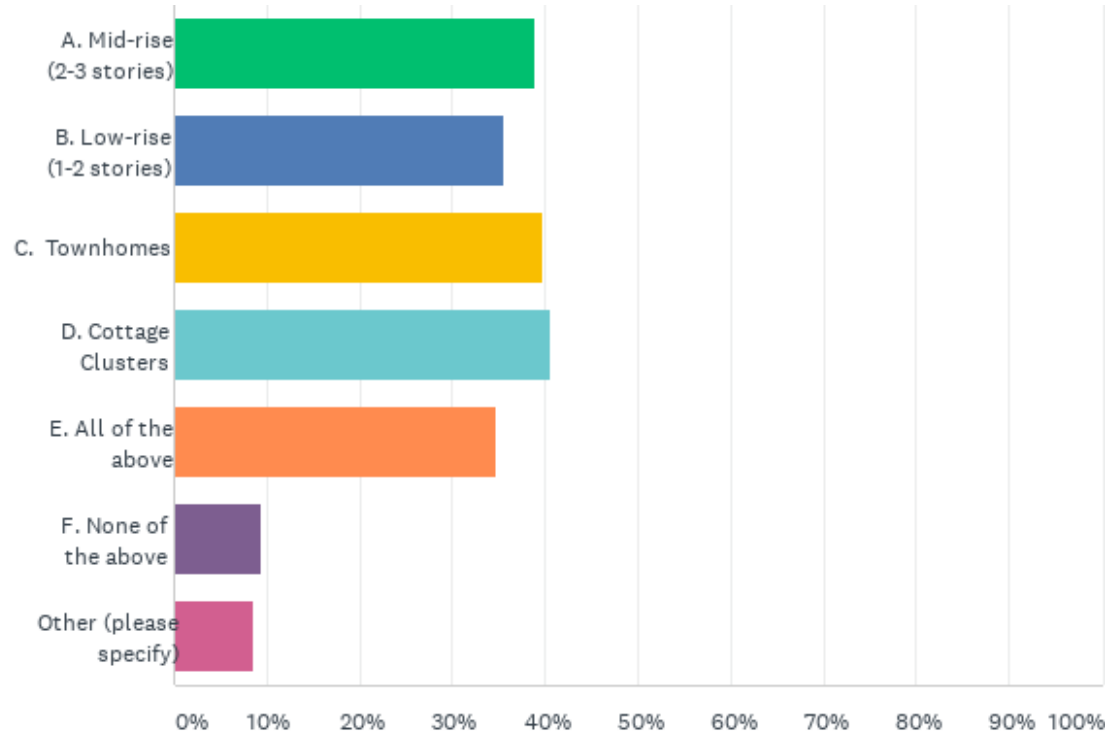
Q13: Which of the following elements that could be part of redevelopment projects are most important to you? Please rank from most important (#1) to least important (#4).

Answered: 119 Skipped: 6

	1	2	3	4	TOTAL	SCORE
Building footprints for housing and employment	30.09% 34	18.58% 21	36.28% 41	15.04% 17	113	2.64
Courtyards and active open space	41.74% 48	34.78% 40	13.91% 16	9.57% 11	115	3.09
Landscape and planting	23.28% 27	33.62% 39	37.07% 43	6.03% 7	116	2.74
Private parking	8.70% 10	13.04% 15	12.17% 14	66.09% 76	115	1.64

Q14: Please look at the photos below and let us know which of the following types of new residential development you would like to see in the Multi-Family Residential zone (orange on the map) just east and just west of McLoughlin Boulevard? (choose all that apply)

Answered: 118 Skipped: 7



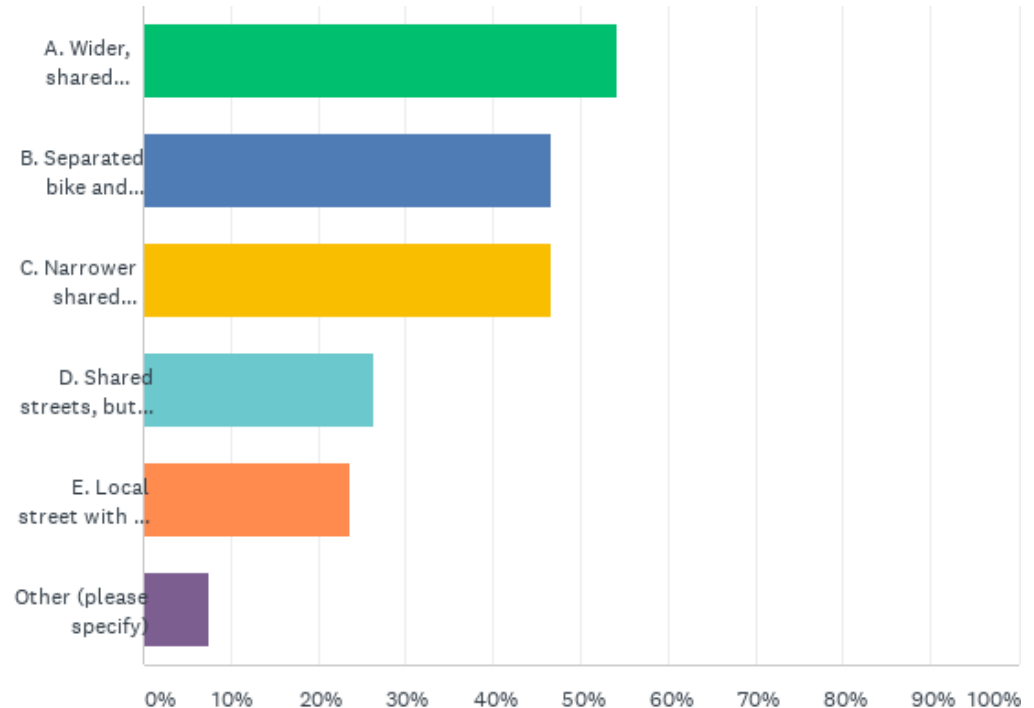
Q14: Please look at the photos below and let us know which of the following types of new residential development you would like to see in the Multi-Family Residential zone (orange on the map) just east and just west of McLoughlin Boulevard? (choose all that apply)

Answered: 118 Skipped: 7

ANSWER CHOICES	RESPONSES	
A. Mid-rise (2-3 stories)	38.98%	46
B. Low-rise (1-2 stories)	35.59%	42
C. Townhomes	39.83%	47
D. Cottage Clusters	40.68%	48
E. All of the above	34.75%	41
F. None of the above	9.32%	11
Other (please specify)	8.47%	10
Total Respondents: 118		Attachment 6

Q15: The Framework Plan proposes up to five new potential connections at McLoughlin Blvd (see horizontal dotted white lines in map). Please look at the following photos and let us know which ones best capture the type of new vehicle, pedestrian and/or bicycle connections you would like to see in the Multi-Family Residential zones west and east of McLoughlin Boulevard, shown in orange on the map below.

Answered: 118 Skipped: 7



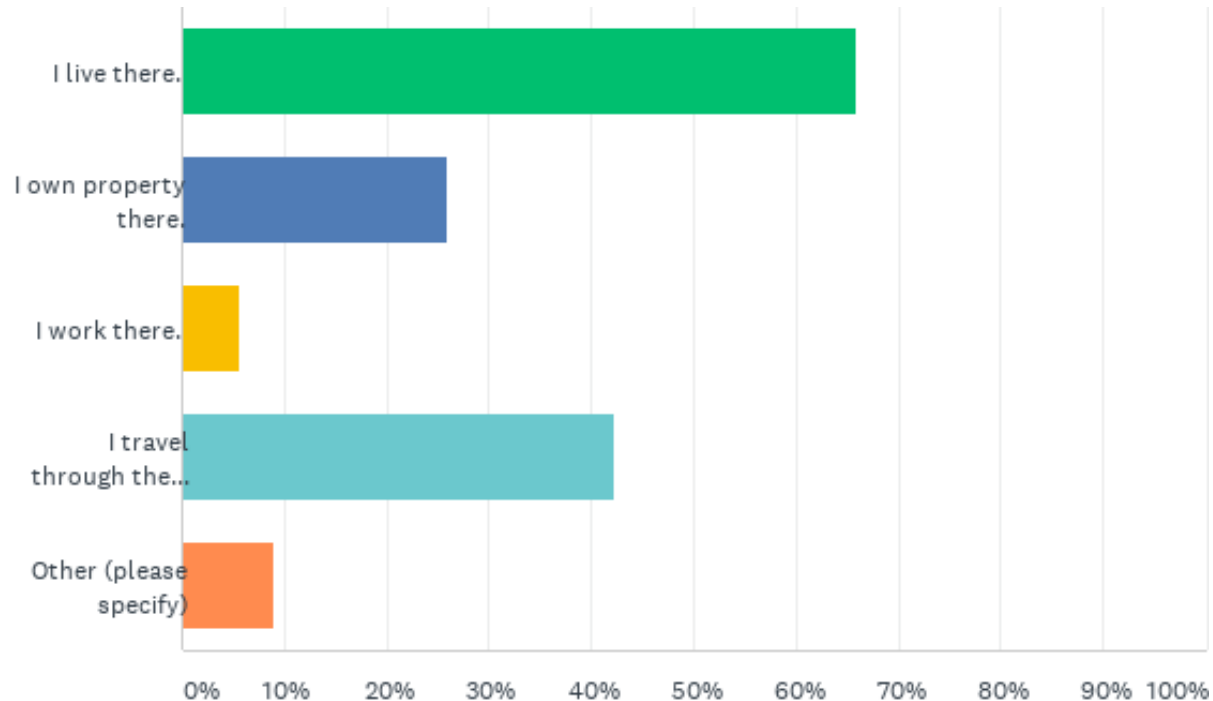
Q15: The Framework Plan proposes up to five new potential connections at McLoughlin Blvd (see horizontal dotted white lines in map). Please look at the following photos and let us know which ones best capture the type of new vehicle, pedestrian and/or bicycle connections you would like to see in the Multi-Family Residential zones west and east of McLoughlin Boulevard, shown in orange on the map below.

Answered: 118 Skipped: 7

ANSWER CHOICES	RESPONSES	
A. Wider, shared multi-use paths with integrated landscape	54.24%	64
B. Separated bike and pedestrian paths	46.61%	55
C. Narrower shared multi-use trails with integrated landscape	46.61%	55
D. Shared streets, but bikes and pedestrians given priority	26.27%	31
E. Local street with low speed limits, with wide sidewalks and street trees	23.73%	28
Other (please specify)	7.63%	9
Total Respondents: 118		

Q16: What is your relationship to the Park Avenue Project area within 1/2-mile of the light-rail station? (please check all that apply)

Answered: 123 Skipped: 2



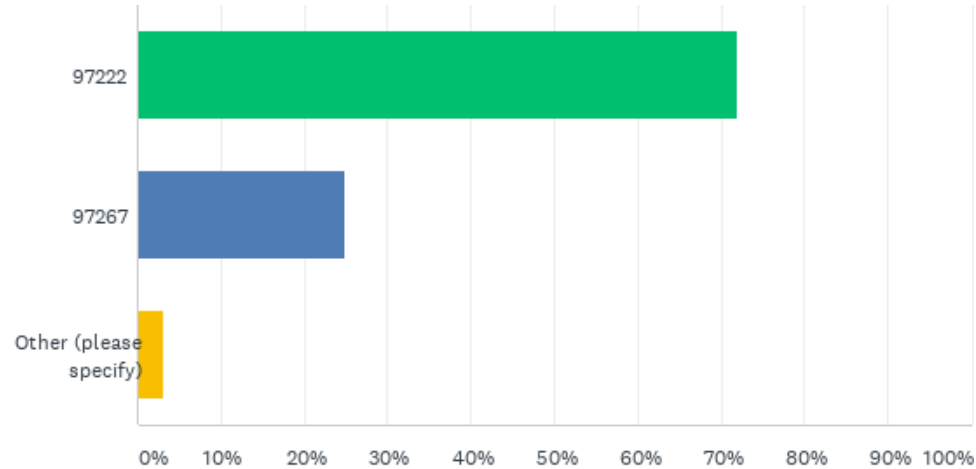
Q16: What is your relationship to the Park Avenue Project area within 1/2-mile of the light-rail station? (please check all that apply)

Answered: 123 Skipped: 2

ANSWER CHOICES	RESPONSES	
I live there.	65.85%	81
I own property there.	26.02%	32
I work there.	5.69%	7
I travel through the area.	42.28%	52
Other (please specify)	8.94%	11
Total Respondents: 123		

Q17: What is your residence zip code?

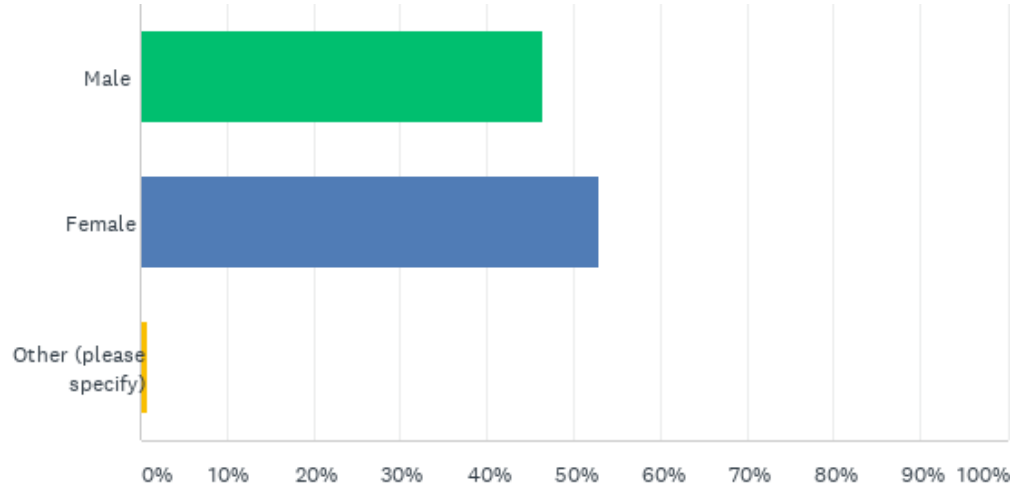
Answered: 125 Skipped: 0



ANSWER CHOICES	RESPONSES	
97222	72.00%	90
97267	24.80%	31
Other (please specify)	3.20%	4
TOTAL		125

Q18: What is your gender?

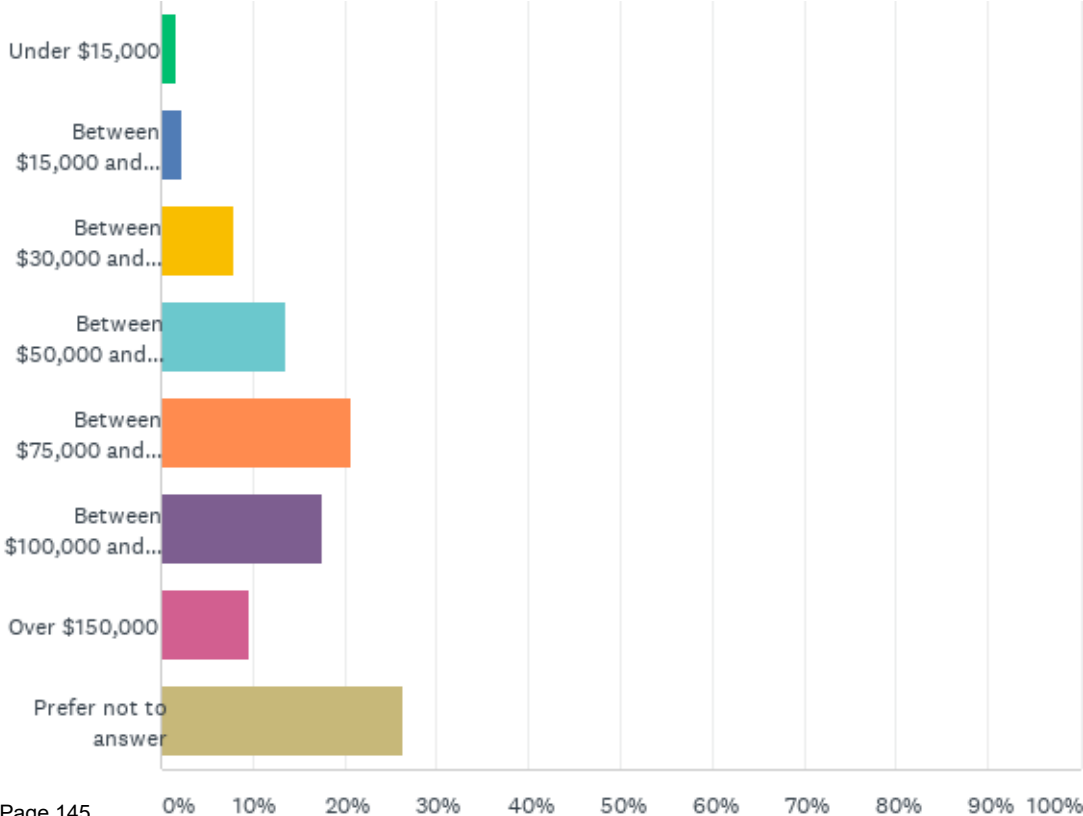
Answered: 123 Skipped: 2



ANSWER CHOICES	RESPONSES	
Male	46.34%	57
Female	52.85%	65
Other (please specify)	0.81%	1
TOTAL		123

Q19: What is your annual income?

Answered: 125 Skipped: 0



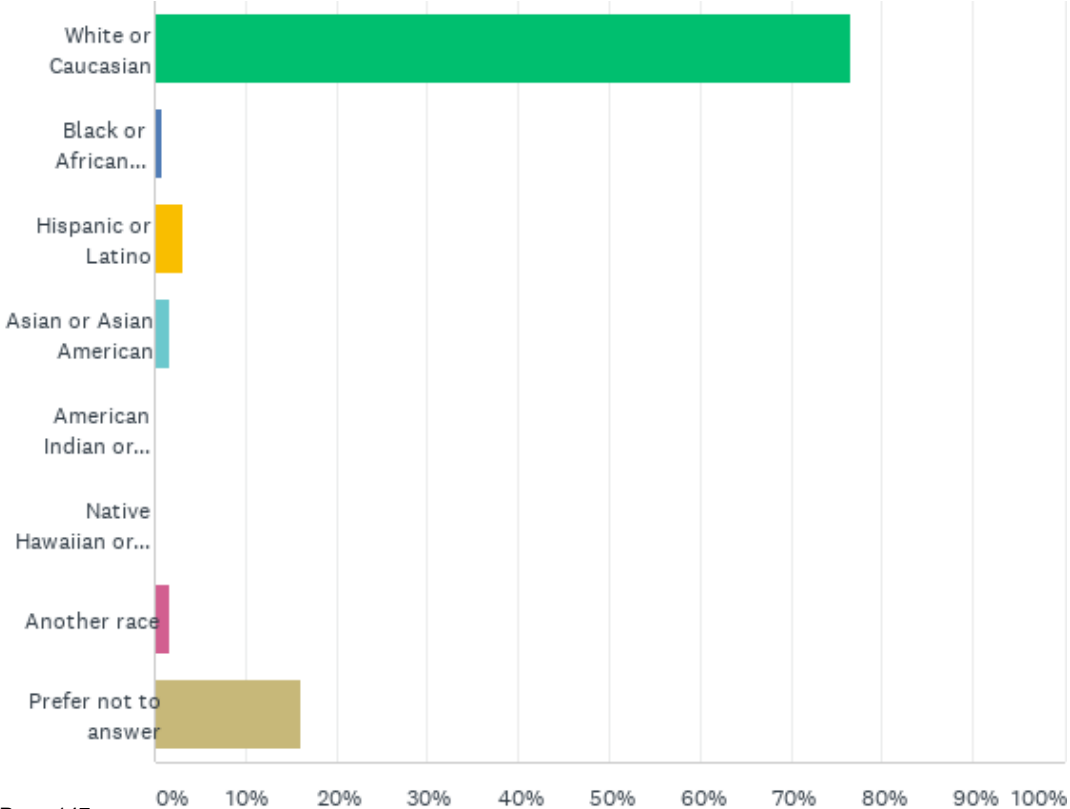
Q19: What is your annual income?

Answered: 125 Skipped: 0

ANSWER CHOICES	RESPONSES	
Under \$15,000	1.60%	2
Between \$15,000 and \$29,999	2.40%	3
Between \$30,000 and \$49,999	8.00%	10
Between \$50,000 and \$74,999	13.60%	17
Between \$75,000 and \$99,999	20.80%	26
Between \$100,000 and \$150,000	17.60%	22
Over \$150,000	9.60%	12
Prefer not to answer	26.40%	33
TOTAL		125

Q20: What is your race or ethnicity?

Answered: 124 Skipped: 1



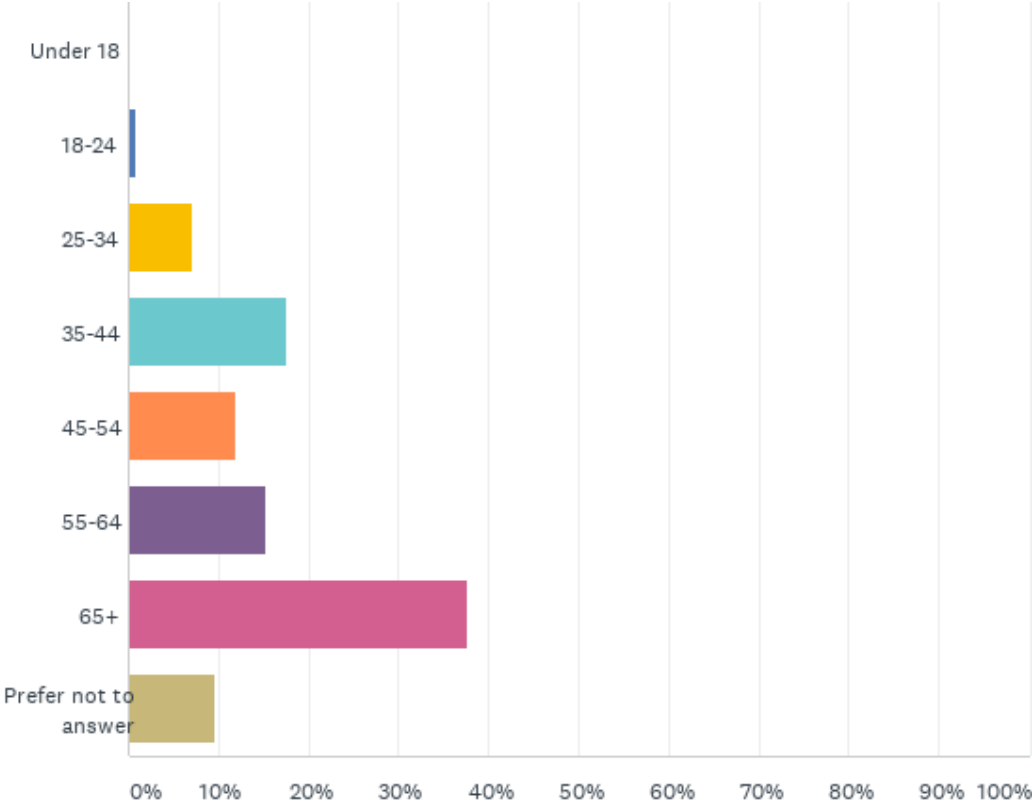
Q20: What is your race or ethnicity?

Answered: 124 Skipped: 1

ANSWER CHOICES	RESPONSES	
White or Caucasian	76.61%	95
Black or African American	0.81%	1
Hispanic or Latino	3.23%	4
Asian or Asian American	1.61%	2
American Indian or Alaska Native	0.00%	0
Native Hawaiian or other Pacific Islander	0.00%	0
Another race	1.61%	2
Prefer not to answer	16.13%	20
TOTAL		124

Q21: What age group are you in?

Answered: 125 Skipped: 0



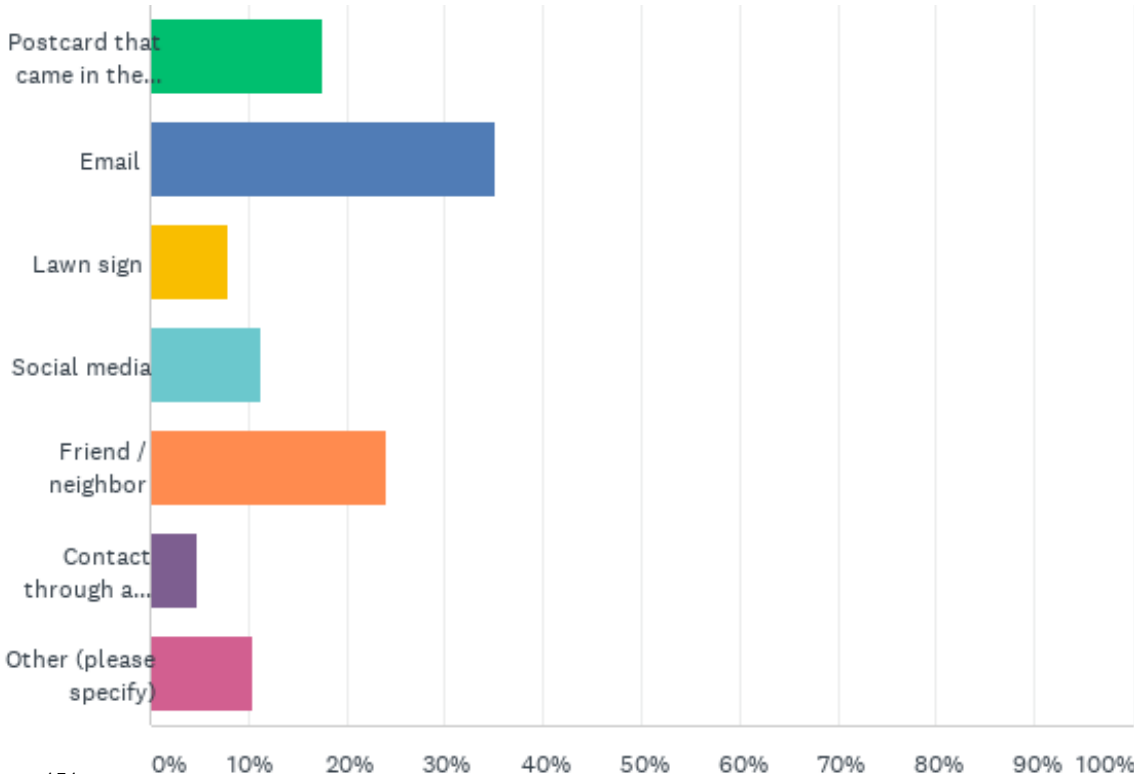
Q21: What age group are you in?

Answered: 125 Skipped: 0

ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	0.80%	1
25-34	7.20%	9
35-44	17.60%	22
45-54	12.00%	15
55-64	15.20%	19
65+	37.60%	47
Prefer not to answer	9.60%	12
TOTAL		125

Q22: How did you find out about this survey?

Answered: 125 Skipped: 0



Q22: How did you find out about this survey?

Answered: 125 Skipped: 0

ANSWER CHOICES	RESPONSES	
Postcard that came in the mail	17.60%	22
Email	35.20%	44
Lawn sign	8.00%	10
Social media	11.20%	14
Friend / neighbor	24.00%	30
Contact through a business	4.80%	6
Other (please specify)	10.40%	13
Total Respondents: 125		

October 26, 2020

We the below property owners wish to bringing your attention what we are willing to support.

The signature below represents the majority of the current property owners in the area of north of Park Ave to Courtney Ave., (north and south side) on McLoughlin Blvd.

We as commercial property owners, that are located on McLoughlin Blvd support; the review of parking spaces for development that benefits business and community, the reduction of landscape buffer and off set allocations, the increase of uses for commercial C3 zoning, such as; maker space, light industrial, business services, private and public schools, and or any other type of business's including but not limited to processing of plant base products and services.

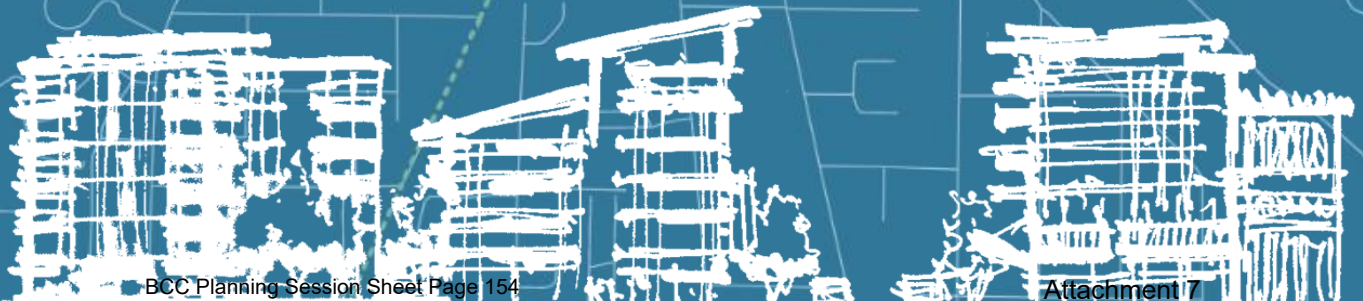
We DO NOT support the reduction of allowed uses of any kind and specifically auto related uses, storage facilities and any other use that would reduce the current allowed uses and our ability to lease, sale or otherwise maximize the potential of our properties.

Property Address:	Name & Signature:	Property taxes 2019-2020
12700 SE McLoughlin		\$7,186.87
12780 SE McLoughlin		\$23,525.85
12880 SE McLoughlin	Daniel A. McGlone	\$1517.38 + \$5833.74
13200 -13210 SE McLoughlin		\$23,186.95
13207 - 13233 SE McLoughlin		\$41,023.30
13409 SE McLoughlin		\$27,290.96
13432 SE McLoughlin		\$5,107.53 + \$1,100.00
13456 SE McLoughlin		\$33,044.27 + \$617.20
13515 SE McLoughlin	Adrian L. Scott	\$31,153.87
13700 SE McLoughlin		\$7,258.87
13600 SE McLoughlin		\$8,229.28
21E01CA01700		\$3,756.86
13609 SE McLoughlin		\$8,134.46
13690 SE McLoughlin		\$8,303.83
13710 SE McLoughlin		\$11,499.32
13602 SE McLoughlin		\$645.
13700 SE McLoughlin		\$12,662.18
13608 SE McLoughlin	Wallace Wm PLACE	\$8,785.26
13940 SE McLoughlin	Wallace Wm PLACE	\$4,326.79 + \$479.
13844 SE McLoughlin	Wallace Wm PLACE	\$8,785.26
13844 SE McLoughlin (Tenant)		



Park Ave Community Project

December 2, 2020
Presentation to Board of County Commissioners



Agenda

- Project Context & Introduction Karen
- Guiding Principles Ann
- Framework Plan Valerie
- Development and Design Standards Craig
- Implementation Items Erin
- Recommendations Valerie / Karen

Park Ave Community Project

BCC Performance Clackamas Goals:

- Increases opportunities for housing
- Supports a healthy and active lifestyle by focusing on creating walkable communities
- Supports efforts to stimulate the development of workforce housing by increasing the density of housing within the commercial area, as well as in the MR-1 zone.


DTD Strategic Business Plan Goals

- Completes a project on the Long Range Planning Program
- Improves engagement with communities

Supports projects and programs in the [5 Components of the McLoughlin Area Plan](#) that was approved by the BCC in March 2016.

- Provides standards to allow for the development commercial or mixed-use activity clusters at targeted locations within the plan area.

Project History




FRAMEWORK
McLoughlin Area Plan
Vision Framework
May 20, 2010

MAY 2012

PARK AVENUE NEIGHBORHOOD & STATION AREA PLAN

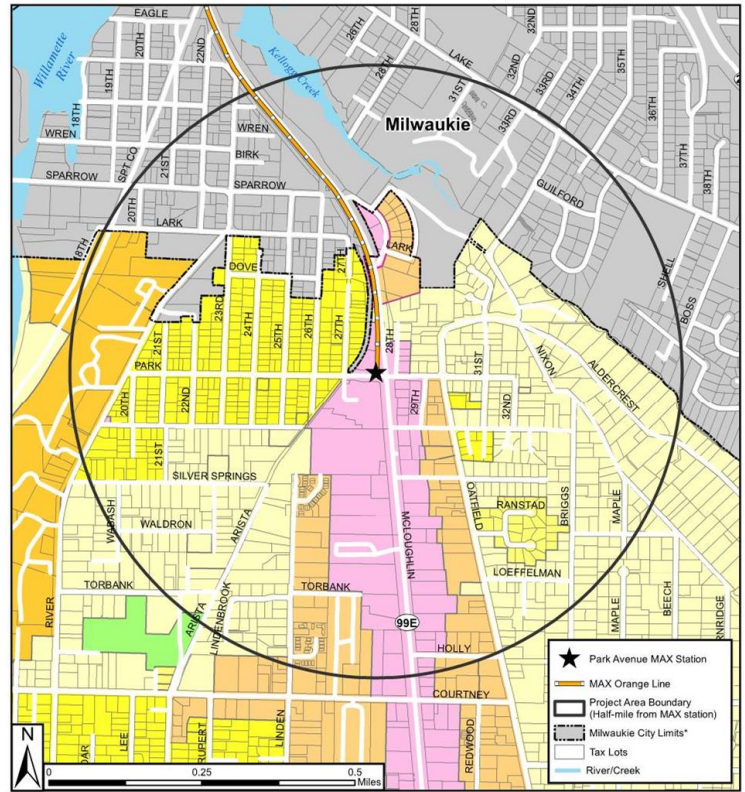
RECOMMENDED PLAN



Park Ave Community Project Study Area

CLACKAMAS COUNTY DESIGNATIONS

- Single-Family Residential, 7,000 sq ft min (R-7)
- Single-Family Residential, 8,500 sq ft min (R-8.5)
- Single-Family Residential, 10,000 sq ft min (R-10)
- Medium-Density Residential District (MR-1)
- High-Density Residential (HDR)
- Open Space Management
- General Commercial (C-3)



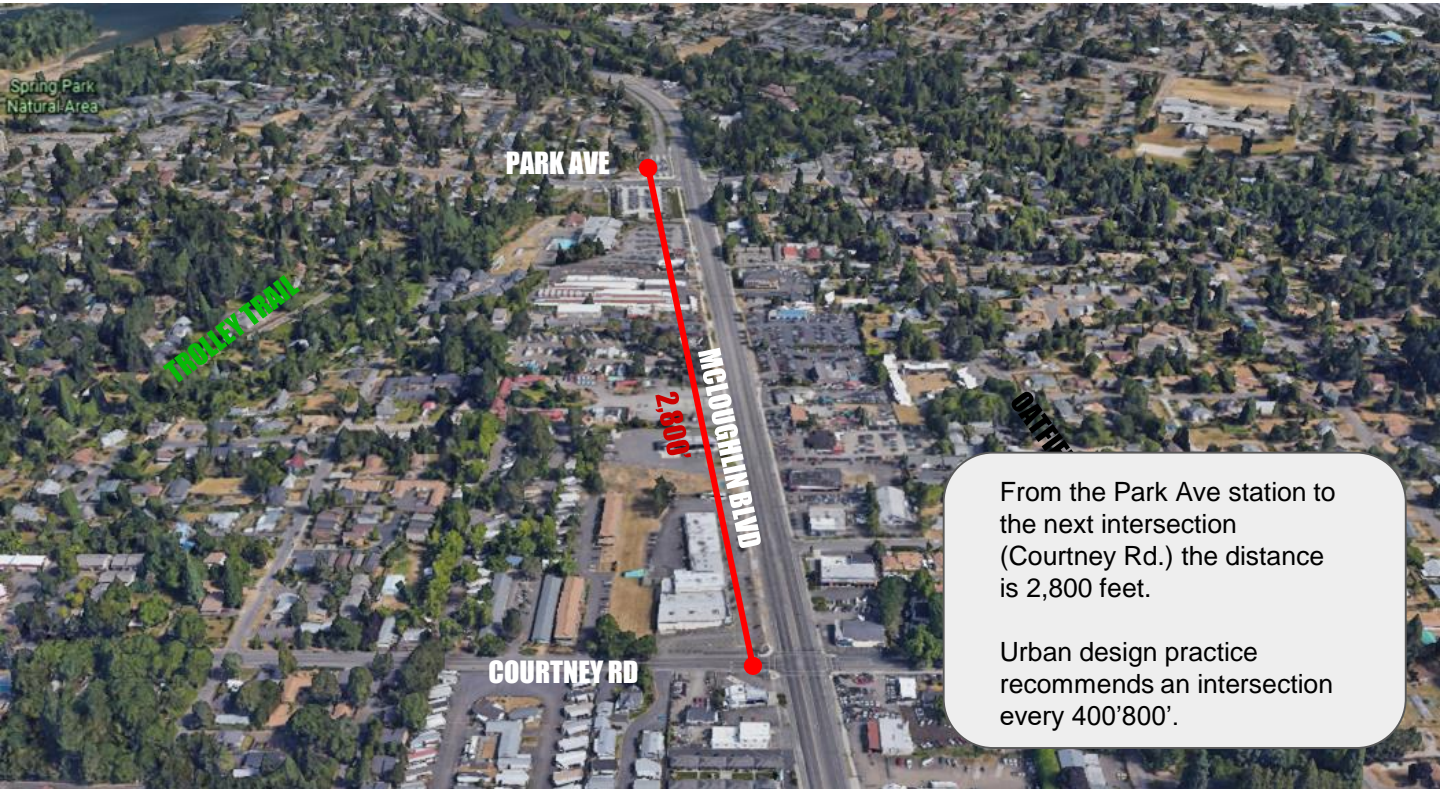
PARK AVE COMMUNITY PROJECT

Quick Project History

- July–August 2019: 17 residents and business owners appointed to the CAC
- August 2019–November 2020: CAC meets monthly (except March 2020)
- February-April 2020: Development of guiding principles includes CAC meetings, a community walking tour, public workshop and survey COVID-19 pandemic begins; an initial “get-to-know Zoom” meeting is held to keep the project on track
- May- July 2020: Development of framework plan alternatives; Public online presentation and survey about framework plan alternatives
- August- November 2020: Development of draft concepts for design and development standards, based on guiding principles, framework plan and community input; Online workshop and survey; Revisions and final CAC approval of recommended design and development standards.









(MCLOUGHLIN BLVD LOOKING SOUTH)

GUIDING PRINCIPLES

The background of the slide features a light blue map with a white grid of streets and a winding road. A white circle highlights a specific location on the map. Below the map, there are three white architectural sketches of buildings, showing structural frames and some interior details.

PARK AVE COMMUNITY PROJECT

GUIDING PRINCIPLES



Increase employment opportunities, promote innovative business ventures and enhance access to business and community services amenities, while remaining sensitive to existing businesses adjacent to transit, along McLoughlin and along the near side streets.

Increase the diversity and accessibility of housing choices adjacent to transit along McLoughlin and along the near side streets, while maintaining sensitivity to existing residences.



Provide safe locations, crossings and connections for walking, biking, transit and parking.



Cultivate a heart and hub of neighborhood activity supported by a network of community gathering spaces that are safe and welcoming both day and night.



Treat natural systems as a benefit and an integral part of our community identity by preserving, promoting and enhancing native natural elements at a variety of scales.

Promote a healthy and resilient community, sustainable systems, and infrastructure.





FRAMEWORK PLAN

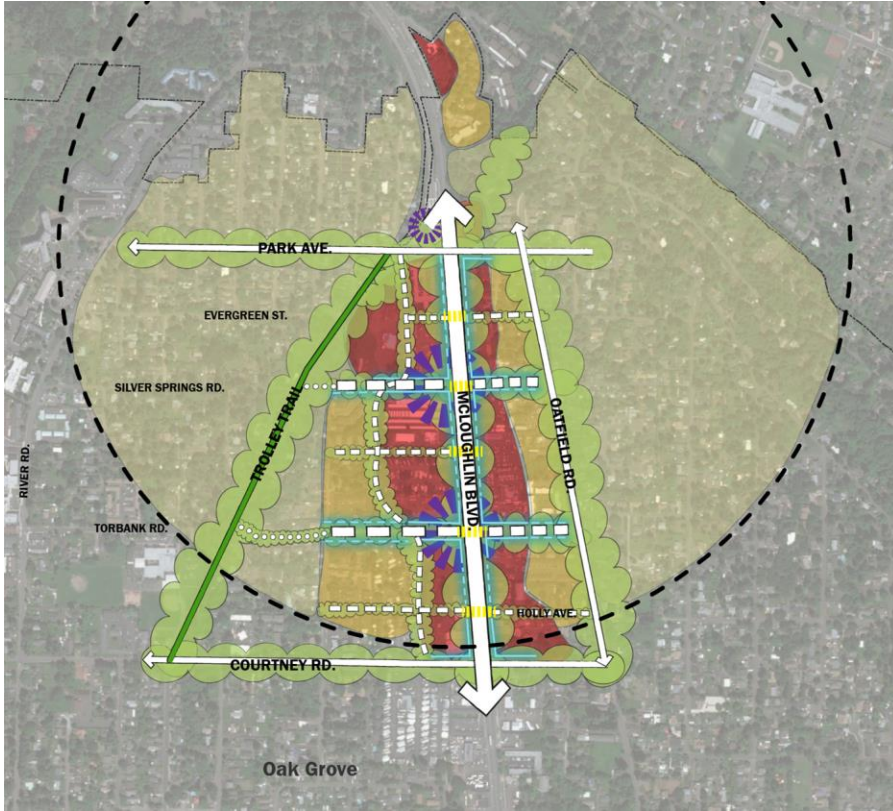


PARK AVE COMMUNITY PROJECT

FINAL FRAMEWORK

Legend

- Single Family Residential Zone
- Commercial/Residential MU District
- Multi-Family Residential Transition District
- Green Street or Landscape Buffer
- Active Street Design
- Proposed Crossing Improvements
- Recommended Bike/Ped Connection
- Future Potential Bike/Ped Connection
- Bike & Pedestrian Improvements along Existing Street
- Activity Hub



DEVELOPMENT & DESIGN STANDARDS

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

General Commercial (C-3) lands:

- Increase housing opportunities by allowing higher residential density
- Allow more opportunities for small-scale manufacturing
- Limit new auto-oriented uses
- Reduce on-site parking requirements

Medium Density Residential (MR-1) lands:

- Allow cottage cluster housing at higher densities

Both C-3 and MR-1 lands:

- Require new pedestrian and bicycle connections
- Scale building and site design to match the characteristics of the streetscape

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

The General Commercial C-3 zone along McLoughlin currently allows residential uses but at a density too low for multi-family residential projects. Increasing density provides more flexibility to **increase the diversity of housing choices** in the area.



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Allowing small on-site manufacturing uses (like artisan studios, maker spaces, and incubator labs) will provide flexibility to help **encourage new employment opportunities** and **promote innovative ventures.**



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Car-oriented uses and self-storage facilities occupy significant land areas and produce **few employment opportunities**. Their large surface parking areas also **detract from the experience of walking in an area**.



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

The Medium Density Residential MR-1 area currently allows townhome and small multifamily development. Allowing cottage clusters (multiple small homes on a shared lot with shared open space) creates a new opportunity to **increase the diversity and flexibility of housing choices** in the area.



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Many streets in the area do not currently have complete sidewalks or landscape buffers, and blocks are extremely large. Providing new connections and improvements to existing streets makes it possible to **provide safe locations for walking, biking, transit, and parking.**



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Why is this change proposed?

Many buildings in the area do not create a connection to the street or interact with pedestrians to create welcoming environments. Scaling buildings and integrating active design elements in the ground floor creates opportunities to **create a heart and hub of community activity and a network of gathering spaces.**



DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES



Why is this change proposed?

Reductions to parking standards within the Park Ave Station Area allow for flexibility based on location near frequent transit, availability of shared parking, and bike-parking.

In addition, multi-family dwelling developments have reduced parking requirements, and additional reductions available for affordable units and age-restricted units.

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

Will mixed use or ground-floor retail now be required for new development?

No. The code provisions are intended to make this type of development easier, but it will not be required. Ground floors of buildings will need to include design elements like windows, doors, and awnings/canopies that make the pedestrian experience richer.

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

PROPOSED CHANGES

What happens to existing auto-oriented businesses (car lots, gas stations, etc) if the code no longer allows them?

All existing uses in the area will continue to be permitted for as long as current owners wish to continue them. The code changes regulate **new development** to help the area evolve gradually to more closely implement the plan vision of a mix of employment and residential opportunities in a walkable environment.

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

WHAT WE HEARD: SEP 2020 SURVEY (125 PARTICIPANTS)

Development types most desirable in the C-3 zone along
McLoughlin:



65%



37%

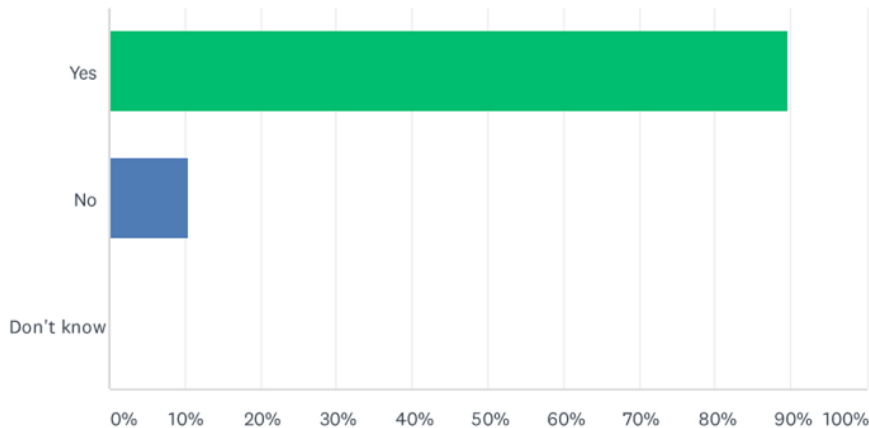


22%

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

WHAT WE HEARD: SEP 2020 SURVEY (125 PARTICIPANTS)

Support for limiting the development of new car lots in the C-3 zone along McLoughlin:



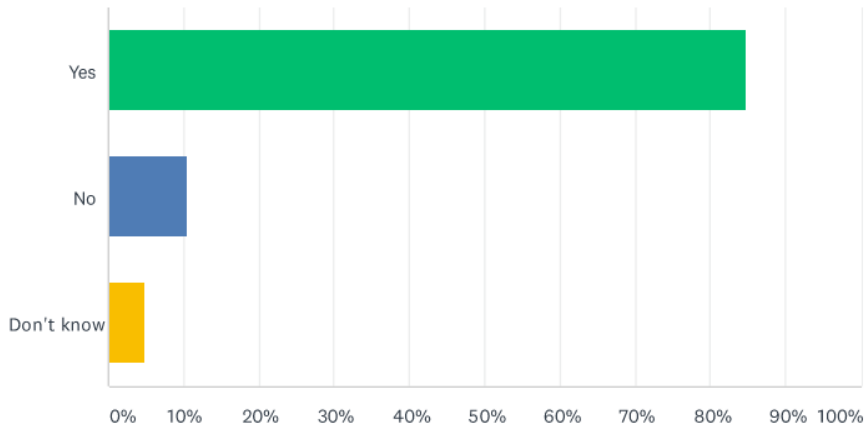
111
participants
said “yes”

13 participants
said “no”

DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

WHAT WE HEARD: SEP 2020 SURVEY (125 PARTICIPANTS)

Support for limiting the development of new self storage facilities in the C-3 zone along McLoughlin:



105
participants
said “yes”

13 participants
said “no”

6 participants
said “don’t
know”

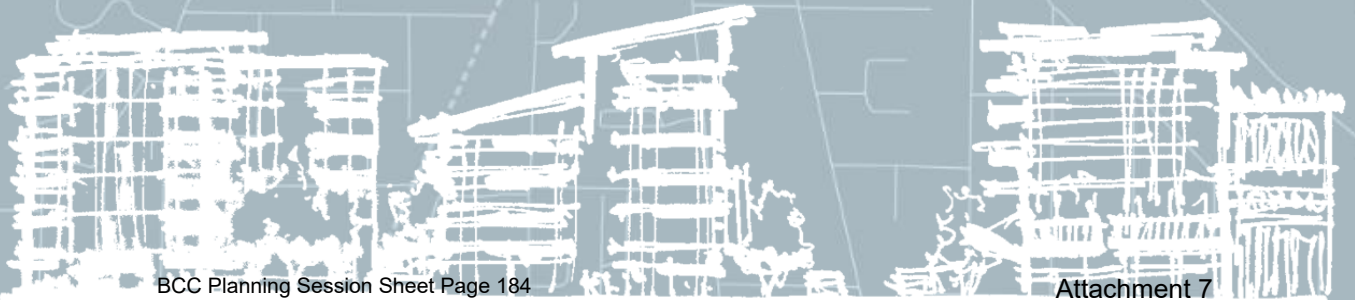
DEVELOPMENT AND DESIGN STANDARDS OVERVIEW

WHAT WE HEARD: SEP 2020 SURVEY (125 PARTICIPANTS)

Development types most desirable in the MR-1 zone:



IMPLEMENTATION



IMPLEMENTATION ITEMS

Guiding Principle: Increase Employment Opportunities

- *Enhance business access to opportunity, affordable capital, and business skills training.* Options include having county staff work with owners of small business to provide resources they need to stay in the study area, and using Community Development Block Grant (CDBG) funds to hire Microenterprise Services of Oregon (MESO) or a similar organization to support and educate small businesses.
- *Allow small businesses to improve their look and relationship with pedestrians* by implementing a storefront improvement or tenant improvement program.
- *Attract and retain businesses and investment* by establishing a pre-lease program or retail advocate position on county staff, along with a business finder initiative to survey and maintain a database of community needs and help land owners find businesses to rent space whose mission aligns with community needs.

Guiding Principle: Diverse & Accessible Housing Choices

- *Close the financing gap for market rate and mixed-income housing* by considering an urban renewal district/tax increment financing (TIF) or other similar funding options.
- *Invest in renter assistance programs* by capturing increases in property value from development and zoning changes.
- *Ensure current residents are not priced out of the area* by requiring mitigation measures of all new residential development.
- *Support low-income and moderate-income tenants* by creating a program to help them purchase their homes when landlords sell.
- *Require affordable housing units on new multifamily developments* by providing density or amenity bonuses, allowing transfer of density rights and offering other incentives.
- *Help purchase properties for development of affordable housing* before land values increase from zoning changes by working with or creating a community land trust.
- *Preserve local mobile homes parks* by creating a special zone for Mobile Home/Manufactured Home Parks.

Guiding Principle: Safe Connections

- *Develop a connectivity and streetscape plan* to examine the pedestrian/bicycle experience, develop cross-section alternatives to improve function for all modes, establish distinct character and landscaping schemes, and identify specific safety and furnishing improvements.
- *Fund transportation network improvements* by establishing a Local Improvement District (LID) or Tax Increment Finance (TIF) district.
- *Plan for future McLoughlin improvements and pedestrian crossings* by coordinating with ODOT.

Guiding Principle: Community Gathering

- *Engage neighbors and attract others to the neighborhood* with programming and community events, including using the MAX station plaza as a catalyst for events like festivals, farmers market, and other pop-up arts and culture events. Pursue grant opportunities to enable community gathering activities/events – i.e. Metro's Placemaking Grant etc.
- *Use mobile food vending to support outdoor gathering spaces and local businesses* by working with owners of vacant/underdeveloped property to establish a food cart/truck pod to provide restaurant owners with an affordable place to kick-start their business.

Guiding Principle: Natural Systems

- *Establish and enforce a native, drought tolerant plant palette* for new development and streetscape improvements.
- *Improve natural systems in the area* by studying opportunities for district scale stormwater infrastructure and for creek restoration and enhancement
- *Explore opportunities for an area parks/trail master plan* by exploring opportunities with the North Clackamas Parks & Recreation District.

Guiding Principle: Resilient Community & Sustainable Infrastructure

- *Promote community connections, local businesses and resilience* by organizing neighborhood clean-ups, tree plantings, pop-up parks, and other outdoor sustainability-oriented events.
- *Fund public improvements and promote community cohesion* by establishing a Business Improvement District (BID) to make the area more attractive to businesses and customers, providing community programming, supporting the development of regulations on street furnishings and other urban design elements, etc.
- *Establish and maintain an emergency communication network*, including identifying a central meeting place and storage of emergency supplies.
- *Work with TriMet and PGE* to explore a Transit-Oriented Development (TOD) centered district utility concept for the area to serve future development and incorporate an electric microgrid, district water/wastewater treatment and thermal/cooling.

IMPLEMENTATION ITEMS

RECOMMENDED PRIORITY ITEMS FROM CONSULTANT TEAM

- *Close the financing gap for market rate and mixed-income housing by considering an urban renewal district/tax increment financing (TIF) or other similar funding options.*

- *Develop a connectivity and streetscape plan to examine the pedestrian/bicycle experience, develop cross-section alternatives to improve function for all modes, establish distinct character and landscaping schemes, and identify specific safety and furnishing improvements.*



RECOMMENDATIONS

PARK AVE CAC RECOMMENDATIONS

- We recommend that the Board move to acknowledge the work of the Park Ave Community Advisory Committee, including Guiding Principles and Framework Plan
- We recommend that the Board move the Development and Design Standards forward to the amendment process

BCC Options:

1. Acknowledge the work completed by the Park Ave Community Project, Phase II, including the Guiding Principles, Framework Plan, proposed Development and Design Standards, and Implementation Actions.
2. Direct staff to move forward the proposed Development and Design Standards to the Planning and Zoning Division to begin consideration of amendments to the Zoning and Development Ordinance and Comprehensive Plan, working through the routine process with the Planning Commission and Board of Commissioners, with outreach to the residential and business community.
3. Direct staff not to move forward with the proposed Development and Design Standards at this time.

STAFF RECOMMENDATION

1. Acknowledge the work completed by the Park Ave Community Project, Phase II, including the Guiding Principles, Framework Plan, proposed Development and Design Standards, and Implementation Actions to consider for the future.
2. Direct staff to move forward the proposed Development and Design Standards to the Planning and Zoning Division to begin consideration of amendments to the Zoning and Development Ordinance and Comprehensive Plan, working through the routine process with the Planning Commission and Board of Commissioners, with outreach to the residential and business community.

The background features a light blue map with white lines representing a street grid and a winding road. A small white circle is placed on the road. At the bottom, there are three hand-drawn architectural sketches of buildings with multiple windows and flat roofs, rendered in white lines.

QUESTIONS?