

APPROVED BY: BOARD OF COUNTY COMMISSIONERS,
JANUARY 14, 2021



OAK LODGE & GLADSTONE COMMUNITY PROJECT

GLADSTONE LIBRARY MASTER PLAN REPORT



GLADSTONE LIBRARY

ACKNOWLEDGEMENTS

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SPECIAL THANKS TO

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GLADSTONE LIBRARY

INTRODUCTION & EXECUTIVE SUMMARY

MASTER PLAN INTRODUCTION

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

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

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

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

MASTER PLAN SCOPE OF WORK

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

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

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

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

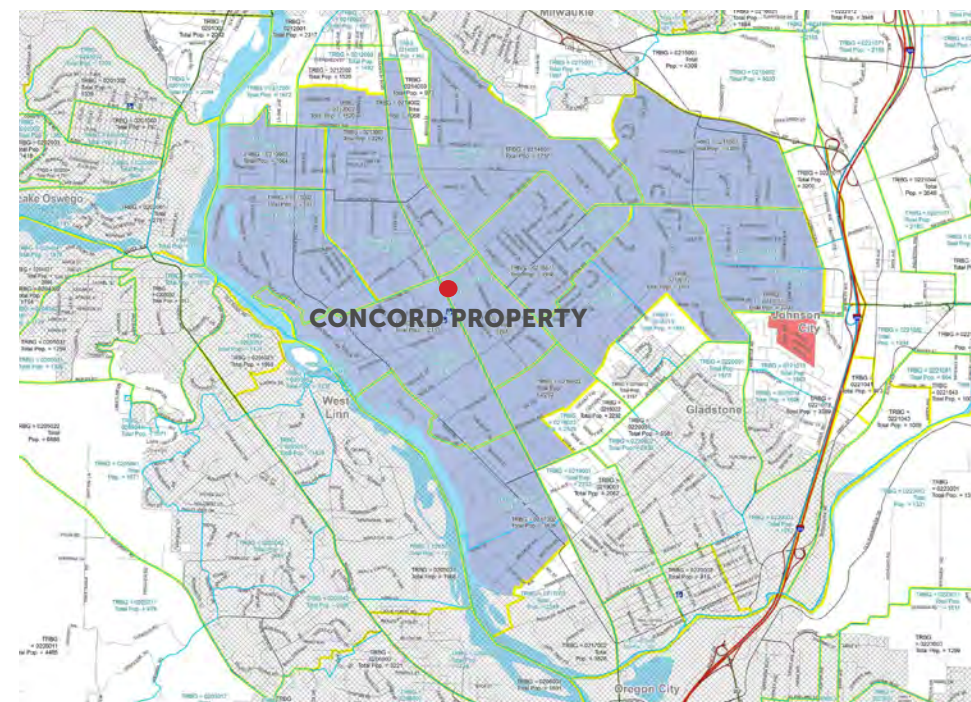
MASTER PLAN BACKGROUND

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

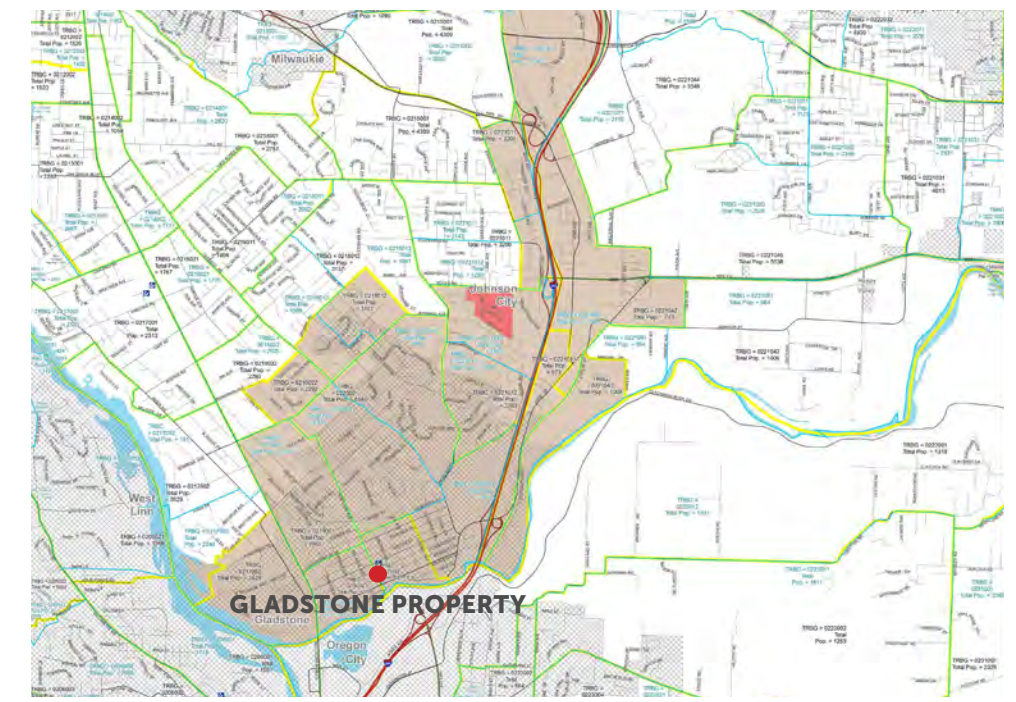
the county to achieve economies of scale and best provide library services to the residents of the Gladstone and Oak Lodge service areas.

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

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



OAK LODGE LIBRARY SERVICE AREA



GLADSTONE LIBRARY SERVICE AREA

GLADSTONE EXECUTIVE SUMMARY

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

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

COMMUNITY ENGAGEMENT

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

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

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

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

GLADSTONE LIBRARY DESIGN WORKSHOP



VALUES

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

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

SITE CONSIDERATIONS

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

NEW GLADSTONE LIBRARY SITE (FORMER CITY HALL)



Downtown Revitalization Plan

GLADSTONE, OREGON

September 29, 2017



KEY CONSIDERATIONS

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

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

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

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

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

NEEDS ASSESSMENT / PROGRAM

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



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

The following list is a summary of preferred program needs:

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

DESIGN ALTERNATIVES

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

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

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

MASTER PLAN - PREFERRED DESIGN ALTERNATIVE

The Corner Entry Option is both flexible and operationally efficient:

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

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

PROJECT COST

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

Funding Sources

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

PROJECT COST

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

SHARED LIBRARY FUNDING SOURCES

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

PROJECT SCHEDULE



FALL 2019

TECHNICAL INVESTIGATION

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



FALL 2019 - WINTER 2020

NEEDS ASSESSMENT / PROGRAM

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



WINTER - SUMMER 2020

DESIGN ALTERNATIVES ANALYSIS

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



SUMMER - FALL 2020

PREFERRED DESIGN ALTERNATIVE & REFINEMENT

Recommend a preferred alternative for each location.



FALL 2020 - SPRING 2022

DESIGN/ENGINEERING & PERMITTING

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



SPRING 2022 - FALL 2023

CONSTRUCTION (TENTATIVE)

Construct buildings and site improvements.

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PROJECT BACKGROUND



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GLADSTONE LIBRARY PROJECT BACKGROUND

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

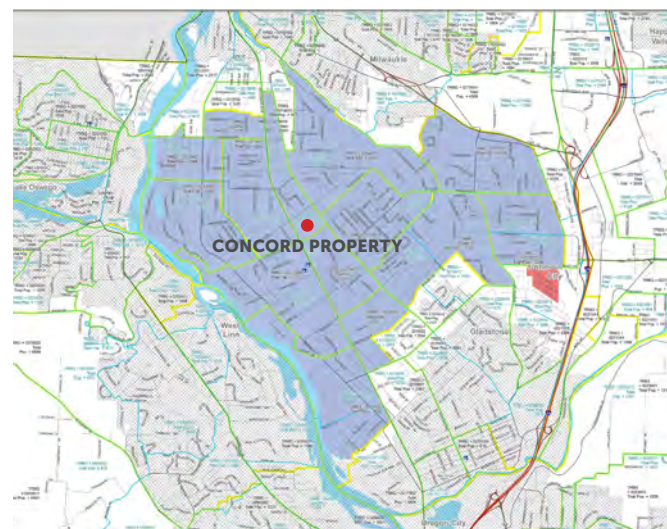
As a joint project, this supports the county's strategic priorities by creating efficient use of resources and provides an opportunity for robust public engagement throughout the planning process.

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

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

HISTORY

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



OAK LODGE LIBRARY SERVICE AREA



GLADSTONE LIBRARY SERVICE AREA



WESTERN PORTION OF NORTH CLACKAMAS PARKS AND RECREATION DISTRICT

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

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

PHASE 1: Technical investigation

PHASE 2: Needs Assessment / Programming

PHASE 3: Design Alternatives Analysis

PHASE 4: Preferred Alternative Refinement and Master Plan Report

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

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT GOALS

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

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

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

SUMMER 2019

- In-person/phone stakeholder interviews

FALL 2019

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

WINTER 2020

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

SUMMER 2020

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

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

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



GLADSTONE LIBRARY DESIGN WORKSHOP

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

PROJECT SCHEDULE



FALL 2019

TECHNICAL INVESTIGATION

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



FALL 2019 - WINTER 2020

NEEDS ASSESSMENT / PROGRAM

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



WINTER - SUMMER 2020

DESIGN ALTERNATIVES ANALYSIS

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



SUMMER - FALL 2020

PREFERRED DESIGN ALTERNATIVE & REFINEMENT

Recommend a preferred alternative for each location.



FALL 2020 - SPRING 2022

DESIGN/ENGINEERING & PERMITTING

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



SPRING 2022 - FALL 2023

CONSTRUCTION (TENTATIVE)

Construct buildings and site improvements.

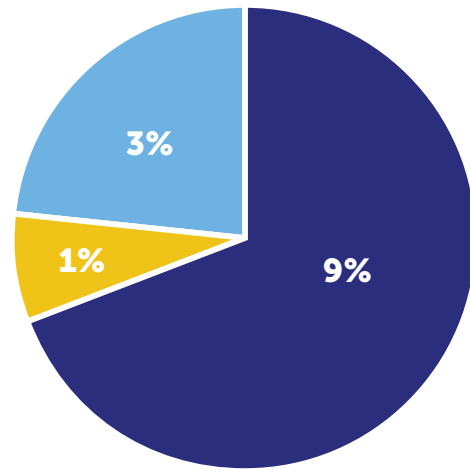
DEMOGRAPHICS

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

CENSUS DEMOGRAPHICS



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



CENSUS DEMOGRAPHICS FOR JOINT PROJECT

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

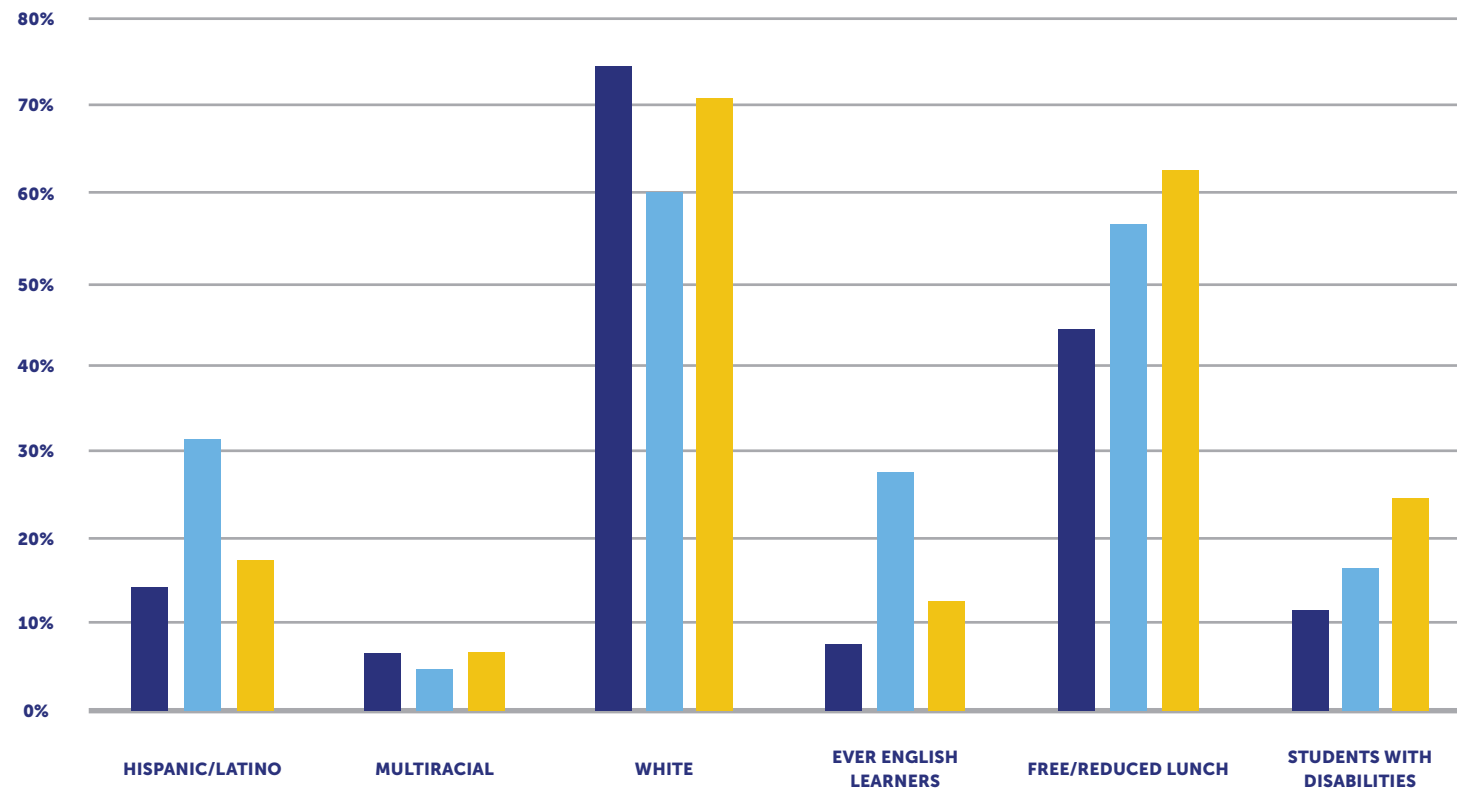
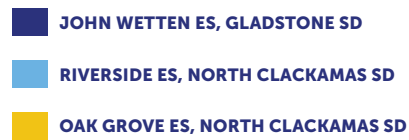
SCHOOL DEMOGRAPHICS

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

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

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

SCHOOL DEMOGRAPHICS



TASK FORCE VALUES

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

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

GLADSTONE LIBRARY TASK FORCE VALUE STATEMENTS

We Value:

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



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RECOMMENDED MASTER PLAN



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GLADSTONE LIBRARY

RECOMMENDED MASTER PLAN

SITE ANALYSIS

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

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

CIVIC CONTEXT

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

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

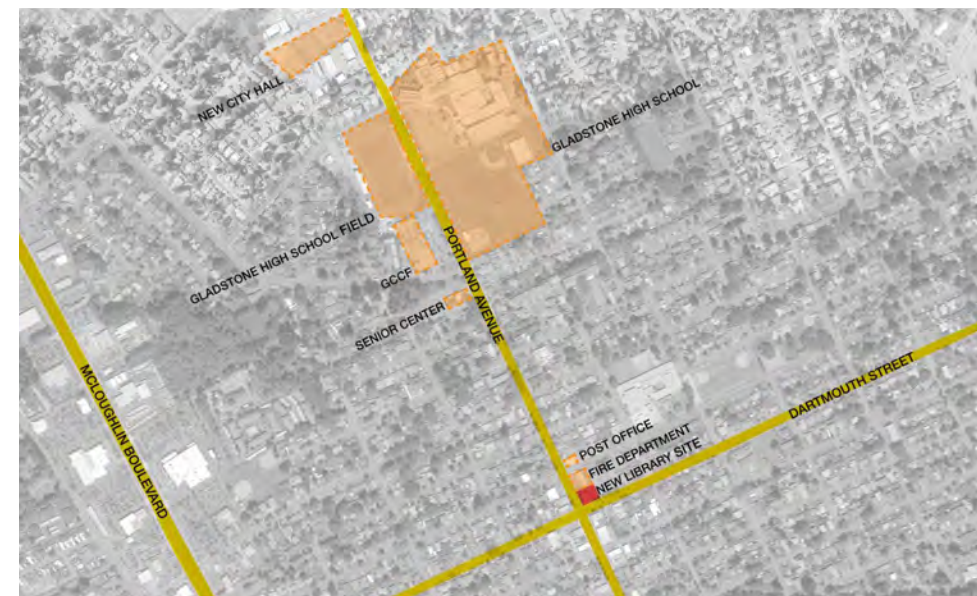
DEVELOPMENT / ZONING

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

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



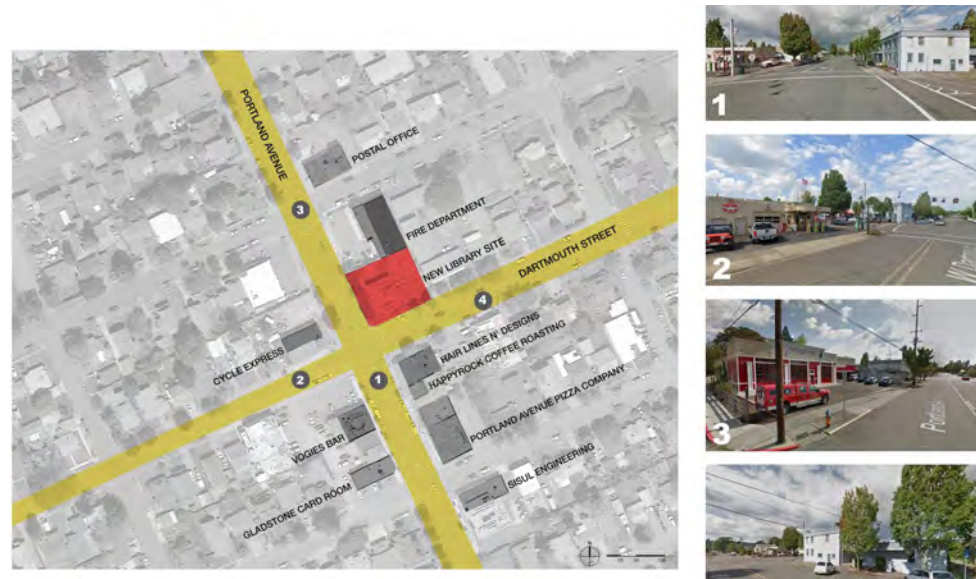
EXISTING SITE



CIVIC



ZONING



SITE CONTEXT

SITE CHARACTER / FEATURES

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

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

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

CLIMATE

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



CLIMATE

TRANSPORTATION AND SITE ACCESS

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

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

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

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

EMERGENCY / FIRE ACCESS

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



CIRCULATION

SITE UTILITIES

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

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

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

SOILS

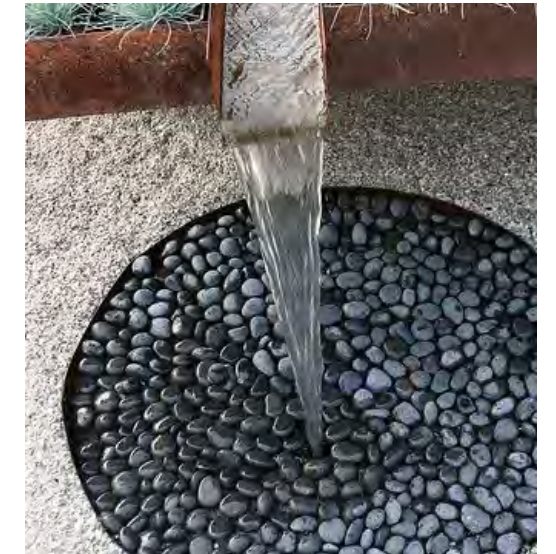
Recent subsurface geotechnical investigations utilizing boring samples (see appendix) taken near the site on both Portland Ave and E Dartmouth Street indicate that the site is typically mantled with sand and gravel overlying silt and clay with interbedded sand layers. Some fill was encountered on the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

GLADSTONE SITE OPPORTUNITIES / CONSTRAINTS

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

CONTEXT (ZONING, PUBLIC AMENITIES, ECONOMIC DRIVERS)	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> The location supports the envisioned Gladstone Downtown Revitalization Plan concept by providing a civic use which may catalyze other development within the downtown core. The civic, community nature of the project is good transition between civic, commercial, and residential contexts. The site is located in pedestrian-friendly downtown business district. The library continues and revitalizes the civic-use pattern on Portland Avenue. The site is nearby many public amenities (coffee shop, grocery, gas station, etc.). The library has the potential to have a Positive economic impact on nearby businesses. The property size is compatible with adjacent properties. The proximity to the existing library may aid the transition from the former location to new location. 	<p>CONSTRAINTS</p> <ul style="list-style-type: none"> No constraints were identified.
SITE CIRCULATION / TRAFFIC (TRANSIT, BIKE, CAR, PEDESTRIAN)	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> The location supports development of a downtown “gateway node” as part of the Gladstone Downtown Revitalization Plan with potential for signage, monuments, art, and intersection treatments. The location provides optimal public access at primary downtown intersection of Portland Avenue and E Dartmouth Street. The site is located on two bike routes, bus routes, and the Trolley Trail. There is public street access on two sides. The site is walking distance for neighbors. Recent approval by the Gladstone City Council of a Gladstone Municipal Code amendment will require no additional off-street parking than the previous City Hall use. Street parking is available. 	<p>CONSTRAINTS</p> <ul style="list-style-type: none"> The small site area creates challenges to accommodate building, landscape requirements and on-site loading spaces.
CLIMATE	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Good solar access provides opportunities for renewable energy. 	<p>CONSTRAINTS</p> <ul style="list-style-type: none"> Solar exposure is potentially challenging for staff and collections. Wind exposure is higher due to position of building on site.

SITE HISTORY (SITE USE, BUILDING USE, BUILDING STRUCTURE)	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> The location restores a library use on the original 1940 library site. The site provides opportunities through art and culture to display site history. The location continues the historic pattern of civic use along Portland Avenue. 	<p>CONSTRAINTS</p> <ul style="list-style-type: none"> Demolition of existing building will be required to make way for the new library. SHPO Historic Review may be required prior to demolition of City Hall due to age of building in continued public use. Hazardous materials and an underground storage tank (UST) will need to be removed.
SITE CHARACTER / FEATURES (VIEWS, VEGETATION, GRADE)	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> The site provides an opportunity for a high-visibility public plaza, art, or monument at an envisioned downtown gateway point of arrival. The corner site allows for a more visible building than an infill site. The level grade is benefit for construction and accessibility. 	<p>CONSTRAINTS</p> <ul style="list-style-type: none"> The higher grade along east property line will require a retaining wall. The adjacent south wall of the Fire Station will need to be accommodated within the library.



KEY CONSIDERATIONS

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

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

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

COMPACT FOOTPRINT

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

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

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

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

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

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

MEETING SPACE

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

CHARACTER OF GLADSTONE

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

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

Connection to nature

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

Small-town feel

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

Civic character

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

Celebrate local heritage

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

OPPORTUNITIES FOR PUBLIC ART

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

SUSTAINABILITY

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

EVALUATION / RECOMMENDATION

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

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

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

FIRSTENBURG / CASCADE PARK LIBRARY TASK FORCE TOUR



NEEDS ASSESSMENT / PROGRAM

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

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

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

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

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

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

LIBRARY PROGRAM PRIORITIES

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

The needs assessment identified the following spaces as high priority:

Service Point (checkout and staff assistance)

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

Book Drop

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

Holds Area (consider off-hours access)

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

Printing and Scanning Area

Public Internet Computers

Public Access Computers

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

Meeting Room

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



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

General Collection / Reading Room

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

Children's Area

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

Teen Area

- Separated from children's area
- Staff sightline
- Private "feel"
- Acoustic considerations

Tutoring Spaces (private rooms for collaborative work)

Library Foundation Sales and Work Area

- Sales near entry
- Dedicated work area in workroom

Workroom

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

Restrooms (including family / single-user restroom)

Storage

Courtyard

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

RECOMMENDED LIBRARY PROGRAM ELEMENTS

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

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

Library Spaces

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

Community Spaces

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

Building Support

- Entry vestibule
- Restrooms
- Storage
- Mechanical and electrical

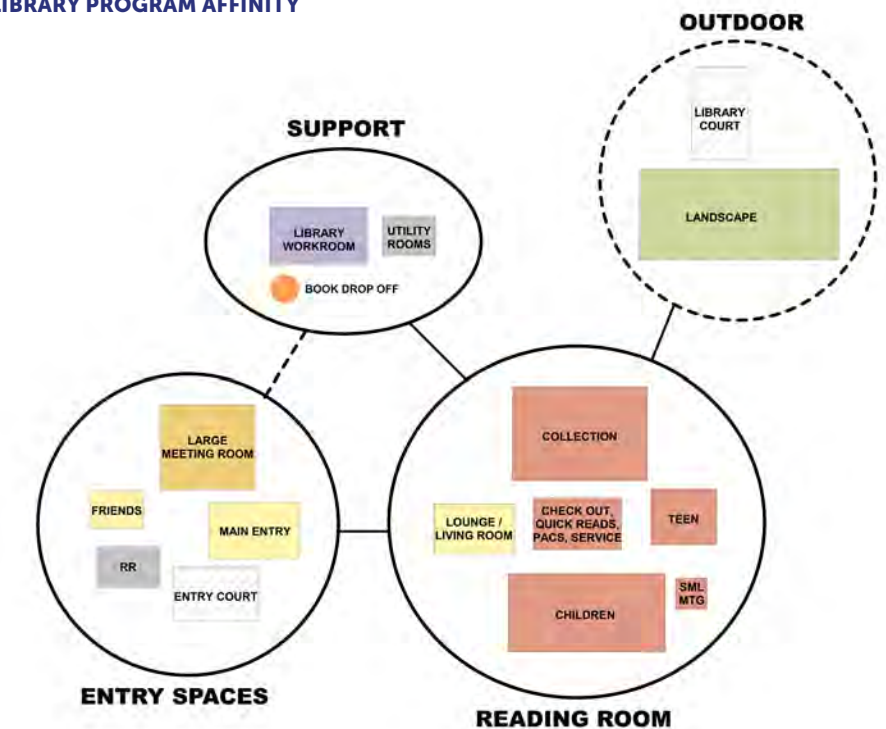
Outdoor Spaces

- Entry Plaza
- Courtyard space

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



LIBRARY PROGRAM AFFINITY





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

COURTYARD & LANDSCAPE

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

MASTER PLAN – PREFERRED ALTERNATIVE

SITE APPROACH

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

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

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

BUILDING LAYOUT

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

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



INTERIOR CHARACTER

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

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

EXTERIOR CHARACTER

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

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

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

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

SUSTAINABILITY

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

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

PROJECT COST

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

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

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

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

FUNDING SOURCES

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

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

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PROCESS



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GLADSTONE LIBRARY PROCESS

COMMUNITY ENGAGEMENT

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

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

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

NEEDS ASSESSMENT/PROGRAMMING, FALL 2019

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



PUBLIC DESIGN WORKSHOP



GLADSTONE DESIGN WORKSHOP

Key Themes

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

DESIGN WORKSHOP, FEBRUARY 2020

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

Key Themes

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



PUBLIC OUTREACH, GOOD ROOTS FOOD PANTRY

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

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

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

DESIGN ALTERNATIVES, AUGUST 2020

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

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

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

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

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

EVALUATION CRITERIA

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

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

GLADSTONE LIBRARY EVALUATION CRITERIA	TASK FORCE SURVEY			PUBLIC SURVEY		
	Portland Entry	Dartmouth Entry	Corner Entry	Portland Entry	Dartmouth Entry	Corner Entry
Creates a shared sense of community identity • Includes civic and community space for gathering and learning	High	High	High	High	High	High
Supports library activities • Includes spaces and facilities to allow for a positive experience for library patrons and efficient operations for library staff	Low	High	High	High	High	High
Honors the community's creative spirit through art and history • Reflects creative and artistic option that respects history of the community; offers opportunities to share and celebrate shared experiences	High	High	High			
Civic presence and community fit • Enhances and integrates into Gladstone's main street area; civic presence from all sides	High	Low	High	High	High	High
Provides access to nature and green space • Offers easy and available views, light and access to outdoors	High	High	High	High	High	High
Optimizes sustainable design • Integrates environmental and energy efficient techniques; indoor/outdoor spaces	High	High	High			
Recognition of community's effort for the Gladstone Library • Design concept reflects input from the public and larger community	Low	Low	High			
Supports stewardship of funding • Overall development cost; good value for the money; provides for cost-efficient operations	High	Low	High	High	Low	High
Planning toward the future for the library and community	High	Low	High			

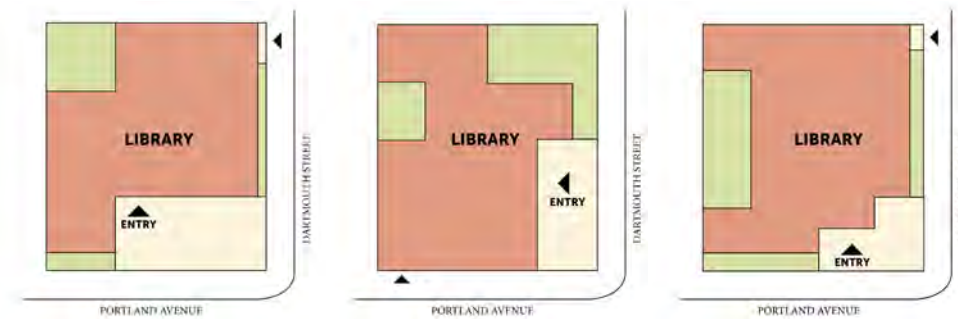
DESIGN ALTERNATIVES

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

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

Therefore, the three design alternatives were defined as

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



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

OPTION 1 - PORTLAND ENTRY

FEATURES

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

OPPORTUNITIES

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

CHALLENGES

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

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

OPTION 2 - E DARTMOUTH STREET ENTRY

FEATURES

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

OPPORTUNITIES

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

CHALLENGES

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

OPTION 3 - CORNER ENTRY

FEATURES

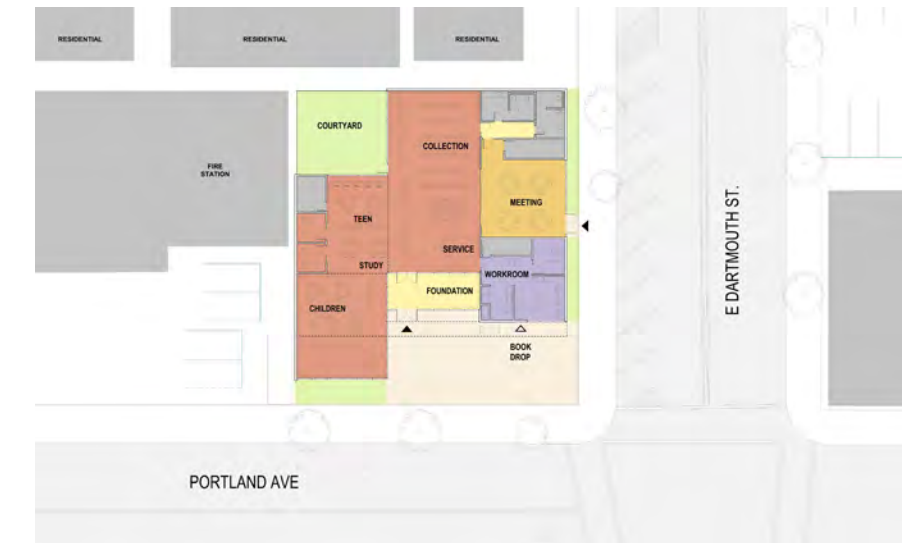
- Total building area: 6,000 square feet
- Plaza at corner with entry off of Portland Avenue
- Central courtyard location along north wall
- Total project cost: \$4.9 million

OPPORTUNITIES

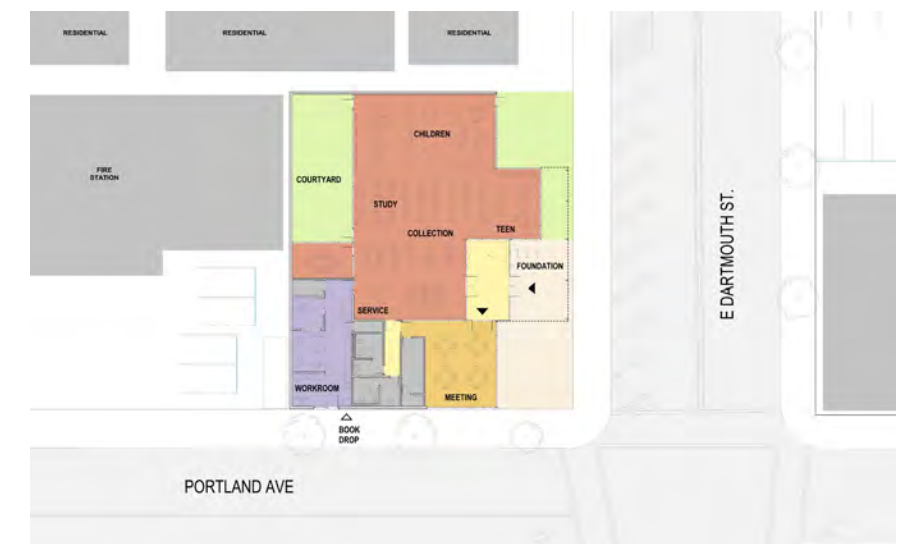
- Inviting corner entry presence
- Strong civic identity approaching Portland Avenue from the north
- Strong civic identity approaching E Dartmouth Street from the east
- Appropriate civic building scale
- Good service point visibility
- Inviting meeting room with after-hours covered entry
- Ability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

CHALLENGES

- Children’s area distant from entry



SITE PLAN OPTION 1



SITE PLAN OPTION 2



SITE PLAN OPTION 3



KEY DECISIONS & RECOMMENDATIONS

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

Key decisions were made during the planning process:

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

The Corner Entry Option represents the following design decisions:

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

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

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

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



NEXT STEPS

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

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

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

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

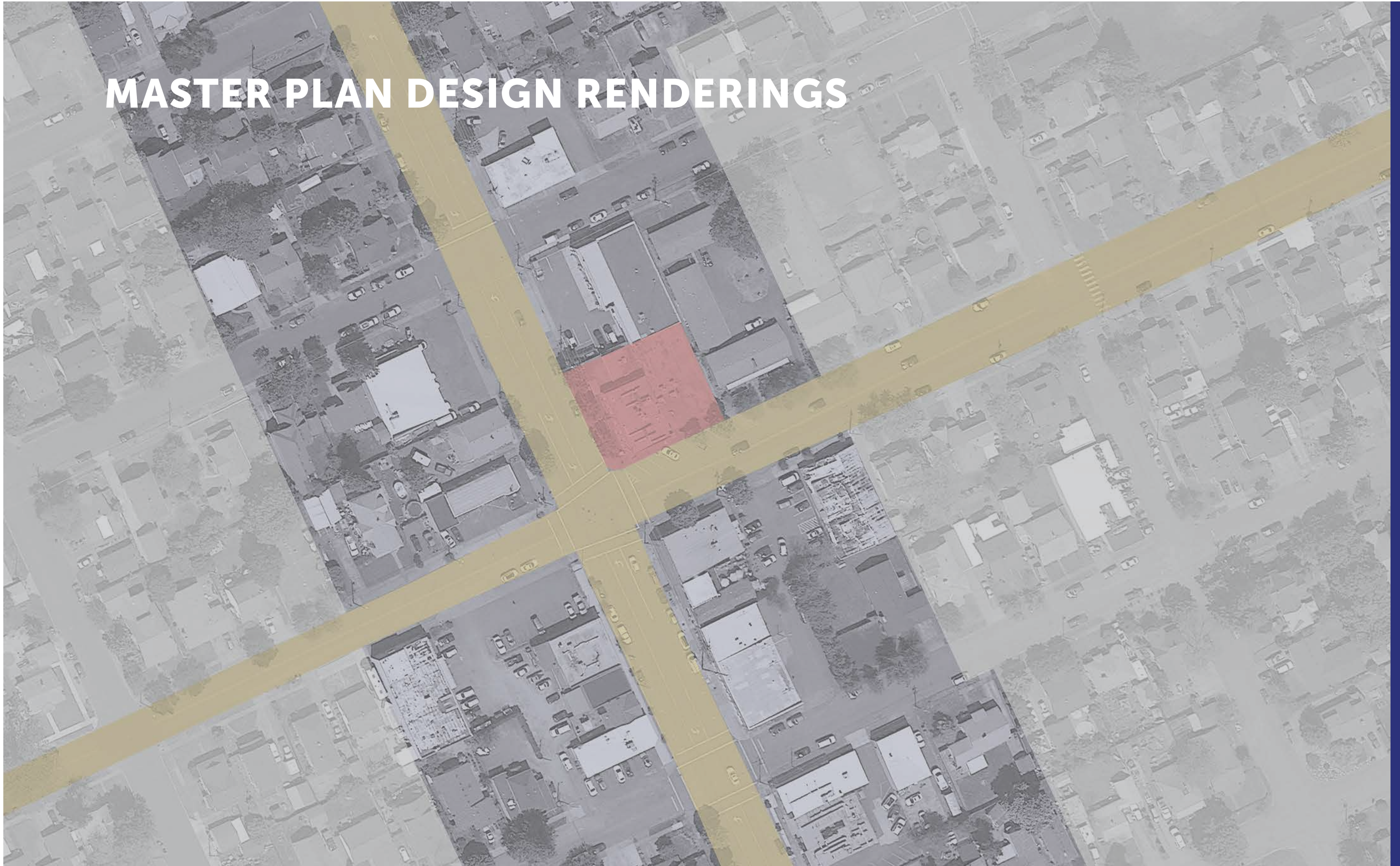
Task force review of the draft Master Plan report on November 10, 2020 resulted in additional comments for next steps:

- Maintain the integration of public art into the project as a high priority.
- Consider door placement and the provision of overhangs as important entry features for library patrons.
- Provide a mix of private and open spaces within the teen area.
- Define the exterior cladding material further within the upcoming design phases.

- Consider the front entry overhang / vertical screening design so as to avoid attracting bird nesting.
- Provide bird-friendly design solutions to reduce bird-strikes on the courtyard glazing.
- Provide access to the courtyard from the adjacent north parking lot to avoid bringing maintenance equipment through the library.
- Consider library signage and community information location early in design as an integrated design element. Consider an exterior or vestibule information monitor or signage board to post community announcements and library events.
- Create a welcoming entrance through the exterior design. The vertical screen slats / screening as rendered does not feel welcoming and needs further thought and consideration.
- Create graphic branding specifically for the Gladstone Library, such as a Gladstone library logo and / or color scheme.



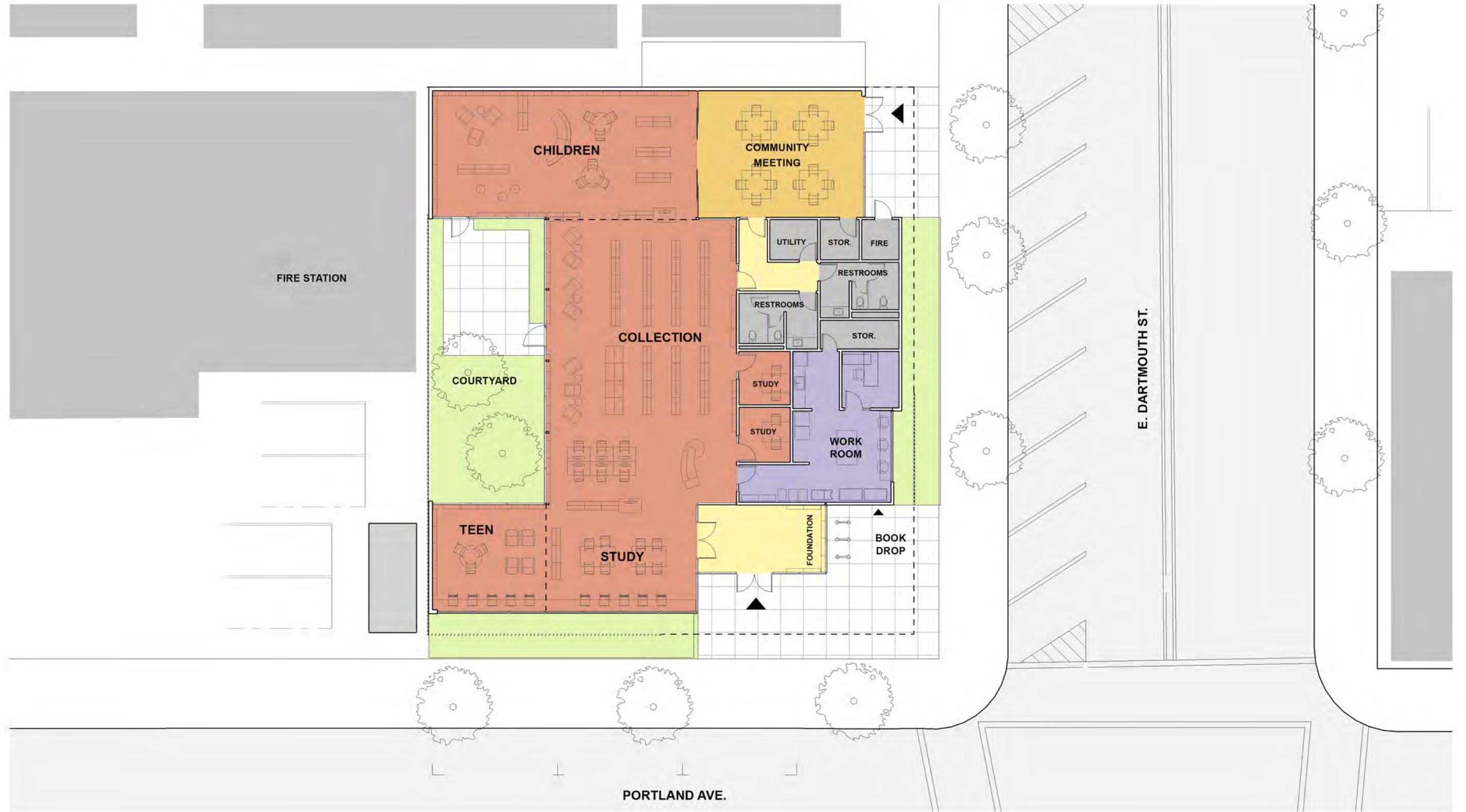
MASTER PLAN DESIGN RENDERINGS



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GLADSTONE LIBRARY

SITE & PLAN LAYOUT



GLADSTONE LIBRARY

AERIAL VIEW LOOKING NORTH



GLADSTONE LIBRARY

VIEW FROM PORTLAND AVENUE & SE DARTMOUTH STREET



GLADSTONE LIBRARY

E DARTMOUTH STREET VIEW



GLADSTONE LIBRARY

PORTLAND AVENUE VIEW



GLADSTONE LIBRARY

READING ROOM LOOKING EAST



APPENDIX



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GLADSTONE LIBRARY

APPENDIX

ALL APPENDIX ITEMS CAN BE ACCESSED AT:

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

GLADSTONE LIBRARY PLANNING TASK FORCE MEETING MINUTES / COMMENTS

PUBLIC OUTREACH (JLA PUBLIC ENGAGEMENT)

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

OAK LODGE AND GLADSTONE COMMUNITY PROJECT OPEN HOUSE SURVEY BOARDS

GLADSTONE TECHNICAL ASSESSMENT

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

GLADSTONE SITE ANALYSIS (OPSIS)

GLADSTONE LIBRARY PROGRAM (OPSIS / JOHNSTON ARCHITECTS)

GLADSTONE DESIGN WORKSHOP COMMUNITY FEEDBACK (OPSIS)

GLADSTONE DESIGN ALTERNATIVES (OPSIS / JOHNSTON ARCHITECTS)

GLADSTONE CRITERIA EVALUATION (OPSIS)

GLADSTONE CITY HALL HISTORIC ASSESSMENT MEMO (ARCHITECTURAL RESOURCES GROUP)

GLADSTONE TRAFFIC IMPACT ANALYSIS METHODOLOGY MEMO (GLOBAL TRANSPORTATION ENGINEERING)

CLACKAMAS COUNTY-PROVIDED REPORTS

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

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

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w clackamas.us/communityproject

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