

## Park Ave. Project: Community Engagement Process

<i>Began long before the consultant was hired for Phase 1*</i>	<i>After the consultant was hired for Phase 1</i>	<i>Consultant-proposed community engagement for Phase 2</i>
<p>Community members propose project</p> <p>MAP-IT proposes project to County for 3 years</p> <p>Board of Commissioners approves project</p> <p>County works with several community members to write grant</p> <p>County creates a Grant Management Team which includes a MAP-IT rep</p> <p>County invites and works with interested community members to draft the scope of work and request for consultant proposals</p> <p>County invites and works with interested community members to develop the evaluation criteria for consultant applicants and questions for the interviews, and be present for the consultant presentations and express opinions about who should be hired to do the Phase 1 work.</p> <p><small>*This column <i>doesn't</i> summarize consultant work, but does give some idea of community involvement before the consultant was hired, which is also an important part of the overall community engagement process for this project.</small></p>	<p><b>Presentations/Q&amp;A at community organization meetings:</b> Kick off with MAP-IT; OGCC on Memo 1</p> <p><b>Stakeholder meetings with:</b></p> <ul style="list-style-type: none"> <li>- Commercial property owners (23 people);</li> <li>- Regional developers (about 10 people);</li> <li>- Mobile home and Rose Villa/Willamette View senior living management (4 people);</li> <li>- Business owners (2); 2nd meeting (?);</li> <li>- Residents in the project area (8);</li> <li>- People from inside &amp; outside area involved in writing grant, hiring consultant (9).</li> </ul> <p><b>February survey</b> - respondents include 165 who live/own in project area (including parts of City of Milwaukie); not meant to statistically represent demographic groups (like homeowners vs. renters). Flyer sent.</p> <p><b>April Community Meeting</b> to present key themes developed from roundtables &amp; market condition research</p> <p><b>April Survey on key themes</b> - respondents include about 67 who live/own in project area; doesn't statistically represent groups</p> <p><b>County Emails to Interested Parties &amp; Materials Posted Online</b></p>	<p><b>Create Committees:</b></p> <ol style="list-style-type: none"> <li><b>1. Grant Management Team</b></li> <li><b>2. Park Ave. Community Advisory Committee (PACAC):</b> 18 members (1 must be area resident who is a home owner).</li> <li><b>3. Technical Advisory Committee</b></li> </ol> <p><b>Park Ave. Community Members:</b> community member engagement to be managed &amp; summarized by consultant team to shape recommendations submitted to PACAC. Recommended that selected consultant budget time to manage volunteers for outreach to existing residents.</p> <p><b>Other tasks</b> PACAC and community members should provide community education events and other forms of equitable engagement... Deliverable - Up to two education workshops to discuss best practices for land use regulations, development in mixed-zones...</p> <p><b>Consultant to finalize community engagement strategy,</b> including using volunteers; interactive engagement techniques; reporting back; specific practices to help ensure participants feel their views/ideas have been heard; efforts to involve under-represented.</p>

## Park Ave. Project: Proposed Advisory Committees for Phase 2

### Proposed Park Avenue Community Advisory Committee (PACAC)

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

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



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

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

### Proposed Park Avenue Community Advisory Committee (PACAC)

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

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| <ul style="list-style-type: none"> <li>1 representative each of Metro, ODOT and TriMet</li> <li>1 representative of Affordable Housing Developer</li> <li>1 representative of commercial development or leasing (not with interests in the area)</li> </ul> | <ul style="list-style-type: none"> <li>1 representative each of Clackamas County Housing Authority, Economic Development, Transportation</li> <li>1 representative of North Clackamas Parks and Recreation District (NCPRD)</li> </ul> |
|---|--|

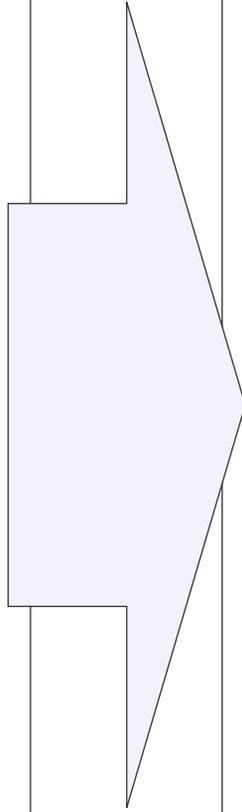
# Park Ave. Project: Proposed Development of Guiding Principles & Framework Plan

## Added Proposal for Phase 2: Create Specific Guiding Principles for Project Area

The consultant recommended that a set of Guiding Principles be created specific to the project area, to guide future planning and development, and neighborhood vitalization. Rather than starting from scratch to develop the unique Guiding Principles for the project area, they think it would be better to build on previous work, especially work already supported by the community.

The consultant proposed 6 key themes as a foundation on which to build the guiding principles - themes they developed after round table discussions with stakeholder groups; and which were the subject of a follow-up survey.

One of their key themes is “Focus on the side streets first for development”. As they explained, McLoughlin is a challenging location to initiate infill development. For this reason, they said, “the ability to explore other areas such as along Park Avenue or River Road is important to implement investment in the near future.”



## Added Proposal for Phase 2: Create Visual Framework Map to Apply Principles

The consultant proposed that a graphic “framework plan” be created of the complete project area that provides clear guidance to the current property owners, business owners and residents, as well as potential new developers.

This graphic would serve as a visual game plan of future planning opportunities, needs, possible improvements, and vitalization work, that could help apply the vision and Guiding Principles developed for the project area.

The map drawing could show, for example:

- Future pedestrian and bike connections;
  - Locations for new housing or employment uses;
  - How side streets can develop;
  - Site development vignettes;
  - Circulation and parking strategies; and
  - Public open space opportunities
- [Also strategic locations where natural features or areas could/should be preserved or created]

# Park Ave. Project: Proposed Neighborhood Livability Assessment Tool

## Proposed Elements & Measurements of Neighborhood Livability

According to the consultant, the following elements should be considered & measured to determine quality of livability in a neighborhood

### ***Diverse and Inclusive (Housing)***

“The ideal community is accessible for all types of people to enjoy a livable neighborhood. An analysis of the current real estate market, including an understanding of ownership patterns, transactional history, development trends, and other growth patterns establishes the existing conditions for the neighborhood.” **How to measure:** percentage of home-ownership; vacancy rates; percentage of rentals; diversity of housing options: mobile home, single-family, duplex-triplex, multi-family

### ***Local Economy***

“Business owners can thrive when they can respond to market and growth opportunities. Additionally, property owners want to maximize their land assets to meet market demand. Finally, residents want proximity to quality jobs to reduce commute times. Land use and development flexibility, in alignment with surrounding residential neighborhoods, encourages such opportunities. Having an understanding of nearby workforce, county economic development policies, and initiatives and nearby competitive markets will set the foundation for this measurement.” **How to measure:** mix of jobs; occupation skills of residents in relation to surrounding employment; percentage of living-wage jobs; code flexibility to accommodate a variety of land uses and building types to respond to market demand; average employee commute time/length; proximity to employment uses in neighboring jurisdictions

### ***Green and Sustainable, Health and Safety***

“Good communities maintain a clean environment for their residents. Great communities enact policies to improve, enhance, and protect the environment for generations to come. Healthy communities offer easy access to exercise opportunities, and have a strong “walk score,” lower speed limits, and less pollution.” **How to measure:** number of residents near roadway pollution; amount of sidewalks; walk score; extent of the tree canopy and natural features; existing or new areas suitable for open space amenities (parks)

### ***Community Connections***

“Connected and compact neighborhoods make it easier for residents to connect with their neighbors and reach the things they need most, from jobs to grocery stores to libraries. Nearby parks and place to buy food help people make smart choices, and diverse, walkable neighborhoods with shops, restaurants, and movie theaters make local life interesting. Distinct social and community gathering places are available.” **How to measure:** access to parks, libraries, grocery stores, farmers markets, food banks, retail, employment

### ***Access and Connectivity***

“This neighborhood livability element allows people to use alternative modes of transportation. Owning and operating a new vehicle costs a driver an average of \$8,469 annually, or \$706 each month. If a family or person can remove or reduce this expense, it can greatly improve their cost-of-living, especially for those with a low income. In addition, there should be safe and comfortable places for people to walk and bike.” **How to measure:** frequent bus route stops with sidewalks and shelters; light rail station with direct sidewalk connections; identified pedestrian fatality locations and reasons; congestion time along arterial and collector roadways; complete sidewalk and bike routes to schools; identify areas where access and connectivity are necessary for all modes of transportation.

Summary of Park Ave. Project, Phase 1, Memo 3:

## Proposed Scope of Work for Phase 2

(consultant-proposed changes from original scope of work shown in this font)

The consultant team is responsible for providing technical design and development expertise that will reflect the community's visions for development of the Park Avenue project area. The consultant team should provide substantial knowledge regarding the implementation of the following elements that reflect the preliminary key themes of Phase 2 based on community feedback in Phase 1:

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

The project will be led by the Grant Management Team (made up of the consultant team, County and Metro staff, and MAP-IT rep), grounded in the community vision and values as described in MAP I and II reports and Five Components of the McLoughlin Area Plan (MAP). The consultant will be expected to work closely with the community to implement the public engagement plan and complete the following scope of work.

### Task 2-1 Project Management

Deliverable 2-1.1 - Finalized Phase II project milestones and meeting schedule.

Deliverable 2-1.2 - Participation and facilitation of calls/meeting with project team, partners or community.

Deliverable 2-1.3 - Written summaries of calls/meetings including outcomes and assigned action items.

### Task 2-2: Equitable Public Engagement Strategy

Consultant to prepare a final engagement strategy, including

- Use of engaged community members to assist with outreach events and strategies to draw in a wide public
- Use of various interactive engagement techniques;
- Efforts to involve people from under-represented populations;
- Special practices to help ensure participants feel their view and ideas have been heard even if not adopted;
- Collaborate with Oak Grove Elementary School to address issues pertain to their children;
- Engagement with/management of volunteers and allocation of resources to community events;
- Engagement of organizations listed in Memo 1.

### Deliverable 2-2 - Final Equitable Public Engagement Strategy

The consultant will be responsible for working the Grant Management Team (GMT), Technical Advisory Committee and Park Avenue Community Advisory Committee (PACAC) to prepare deliverables throughout Phase 2. PACAC to develop final recommendations in collaboration with consultant to the Planning Commission, with technical support from GMT.

### Task 2-3: Anti-displacement Strategy

Include a specific strategy of organizations and programs for the county to engage to preclude displacement.

Deliverable 2-3.1 - Anti-displacement strategy for implementation during project and after adoption of new or revised standards.

### Task 2-4 Create Park Avenue Guiding Principles (aligned with MAP)

- Updated Park Avenue Guiding Principles are necessary to document values that the community views as most important, and will provide clarity for the consultant in Phase 2 regarding issues on which there is broad consensus or a need for more education and discussion.
- They will be built on the Key Themes presented and discussed with stakeholders at the April community meeting.
- In addition, actions needed to support increased residential development in the appropriate locations along the McLoughlin Corridor should be included in this phase of the project.

Deliverable 2-4.1 - Up to two education workshops to discuss best practices for land use regulations and development in mixed-use zones

Deliverable 2-4.2 - Documented Park Avenue Guiding Principles (aligned with MAP) that are unique to the Park Avenue project area and set the foundation for Task 2-5.

### Task 2-5: Framework Plan

- The framework plan will delineate elements on a map such as future pedestrian and bike connections, locations for new housing or employment uses, and how side streets can develop all within the context of the approved Park Avenue Guiding Principles.
- The framework plan will only be finalized with the support of the PACAC and community members.
- The framework plan should also include development opportunity areas that illustrate site-specific design interventions with supporting development pro formas to ensure that the plan is economically practical, contributes to the creation of a sense of place and makes market sense.
- The framework plan should focus on develop strategy, urban design principles, potential options for development, design precedents, circulation and parking strategies, and site development vignettes.

Deliverable 2-5.1 - Framework plan graphic showing development opportunity areas, potential connections, public open space opportunities, and types of development and densities.

Deliverable 2-5.1 - Framework plan incorporating Park Avenue Guiding Principles and information on plan implementation.

### Task 2-6: Draft and Refine Development and Design Standards

- It will be important to include adequate parking and design standards to minimize impacts on residential areas.
- New standards should be as flexible as possible to allow new uses to enter the area aligned with market conditions.
- Regulations should mandate pedestrian activity and walkability through good design that includes lighting, signage, landscape, and building transparency as well as active uses.

- The regulations should also support development of residential uses along the corridor.

Deliverable 2-6.1 - Summary of draft standards on actual and/or hypothetical sites/opportunity areas in the Framework Plan, with an assessment of how well the standards:

- illustrate the outcomes and reflect MAP values and community input;
- meet the Park Avenue Guiding Principles
- respond to real estate market/developer needs while maintaining the integrity of the community vision and values for new development; and
- are economically feasible for the preferred development types (including a feasibility analysis to test economic vitality of proposed standards).

The expected outcome of Task 2-6 is to have proposed amendments to the Zoning Ordinance that:

- Are enforceable, realistic, and as appropriate, incremental;
- Provide a clear path to achieving community goals;
- Are outcome-based;
- Reflect the input from and are widely-supported by developers, property owners and the public;
- Incorporate lessons learned from tests on actual or hypothetical sites;
- Are consistent with best practices, opinions and findings discovered in Phase 1 and throughout the Phase 2 process, including the findings of the Phase 1 Neighborhood Livability assessment, and MAP community values and vision; and
- Facilitate incremental shifts toward the intended development goals for the area.

Deliverable 2-6.2 - Proposed development and design standards report including proposed zoning codes, map amendments, and outline of process necessary for adoption.

### Task 2-7: Implementation

The expected outcome for Task 2-8[7?] is clear communication and understandable materials to facilitate adoption and implementation of the new design and development standards. In addition, the implementation framework report is expected to provide guidance on any other recommended activities the County and community can take to support designed development in the area, taking into account findings from the Phase 1 livability assessment for nearby residential areas.

Deliverable 2-8.1 [7?] - Action plan [Implementation Framework Report?] of specific projects or programs necessary to implement the Framework Plan. Action plan will identify a specific organization and roles responsible for leading project completion, timeframe and metric.

Deliverable 2-8.2 - Phase 2 Presentation to the Board of County Commissioners. The materials presented shall include the following reports:

- Anti-displacement Strategy
- Public Engagement Report
- Park Avenue Guiding Principles and Framework Plan
- Summary of Proposed Development and Design Standards, including adoption-ready maps and code text amendments for the Planning Commission and County Commission
- Action Plan