

DRAFT ECONOMIC VITALITY GOALS, POLICIES AND RECOMMENDED ACTION MEASURES

VISION

We are a community where people can live, work, play and meet their daily needs for goods and services. We build upon the intellectual capital of the community to attract new ventures, retain local businesses and connect to the global economy. We are business-friendly and a regional model for employment and mixed-use centers that attract quality jobs.

Planning Commission changes highlighted in yellow; Staff changes highlighted in blue.

Track changes version starts on page 6.

GOAL #1

Provide a full range of economic development opportunities that enhance prosperity and livability.

POLICIES

1. Designate adequate commercial and industrial land for a range of employment uses in order to:
 - a. Supply goods and services for Lake Oswego residents and businesses;
 - b. Support a strong local employment base; and,
 - c. Contribute to the regional economy.
2. Maximize use of employment land through the following:
 - a. Fully utilize existing buildings, with an emphasis on adaptive reuse;
 - b. Promote redevelopment of underutilized land; and
 - c. Optimize the development of vacant employment land.
3. Support existing businesses.
4. Provide a diversity of spaces and sites to support the opportunity for business incubation and employment growth.
5. Provide flexibility in employment zones to adapt to economic change.
6. Pursue a range of employment opportunities with an emphasis on target industry clusters* identified in the Economic Opportunities Analysis.
7. Maintain an inventory documenting the supply of land for industrial and other employment uses.
8. Encourage sustainable business and development practices.

Policy 9 has been revised by staff; a new Policy 10 and 11 have been added.

9. Focus employment and commercial uses in designated areas at appropriate scales and intensities, such as in Employment Centers, Town Centers and Neighborhood Villages:

a. Employment Centers focus primarily on high-intensity employment uses, with supporting retail, commercial and residential uses in select locations.

i. Develop a special district plan for the SW Employment District.

b. Town Centers accommodate a mix of higher-intensity commercial uses including office and retail uses, as well as residential, public facilities, and cultural uses.

c. Neighborhood Villages accommodate a mix of lower-intensity commercial and residential uses to provide services for nearby residents.

i. In the Mountain Park Neighborhood Village, allow additional commercial uses where site conditions, such as parcel size and direct access to the major street system, can support businesses that provide specialized services and unique goods.*

10. Designations of Employment Centers, Town Centers, and Neighborhood Villages shall be consistent with the following factors:

a. Employment Centers are:

- i. Comprised of commercial, industrial, and the campus institutional zone and that accommodate medium to large businesses*;
- ii. Areas that supply services to a market area greater than the city;
- iii. Located around arterial roads and adjacent to the regional transportation system* to facilitate access to and from the center;
- iv. Served by transit on the primary arterials, and may include a transit center;
- v. May be adjacent to high density residential areas, connected by pedestrian and bicycle facilities.

b. Town Centers are:

- i. Comprised of commercial and mixed-use zones that accommodate small to medium businesses*, and the public facility zone;
- ii. Areas that supply services to a market area that is approximately equal to the city;
- iii. Located around arterial roads;
- iv. Served by transit on or near the primary arterials, and may include a transit center;
- v. May be adjacent to high-density residential areas, connected by pedestrian and bicycle facilities.

c. Neighborhood Villages are:

- i. Comprised of commercial and mixed-use zones that accommodate lower intensity commercial uses; smaller public facility uses; and residential uses;
- ii. Areas that supply services to a market area that serves the adjacent neighborhoods.
- iii. Located around or near minor arterial roads and major collectors, and near or within residential areas;
- iv. Served by pedestrian and bicycle connections;
- v. Developed at a scale and in character with the immediately surrounding area.

11. Accommodate opportunities for temporary, limited commercial activities in Community Hubs.

a. Community Hubs are:

- i. Located in neighborhoods;
- ii. Co-located with schools, parks or other public facilities;
- iii. Connected by pedestrian and bicycle facilities to the surrounding neighborhood.

12. Maintain land for light industrial uses within the SW Employment District.

13. Encourage home occupations as a source of business activity and growth while respecting neighborhood character.

Goal #2

Redevelopment and development in employment zones will address impacts on and enhance the surrounding community and will be well-served by infrastructure.

POLICIES

1. Provide opportunities for new employment redevelopment and development while:
 - a. Providing required public facilities and services;
 - b. Addressing impacts such as noise, traffic and visual aesthetics, on adjacent land uses;
 - c. Complying with design and aesthetic standards to promote compatibility with Lake Oswego's community character;
 - d. Preserving natural resources and providing required open space;
 - e. Addressing the adequacy of all transportation modes to, from, and within the development site;
 - f. Participating in the development of a street system which provides efficient connection to transportation corridors and other activity centers including Employment Centers, Town Centers, Neighborhood Villages;
 - g. Providing safe and convenient pedestrian, bicycle and transit facilities/amenities that support efficient movements of people to and from the site;
 - h. Promoting the efficient use of land dedicated to vehicle parking by providing adequate*, but not excessive, parking for customers and employees;
 - i. Minimize the impacts of traffic generated on adjoining neighborhoods by routing traffic generated to major collectors when feasible;
 - j. Promoting shared street access, parking facilities, and pedestrian connections with other businesses to provide more developable land area and reduce traffic congestion, parking and safety problems.
2. Preventing new "strip commercial development"* and encouraging redevelopment of existing strip commercial areas to promote pedestrian orientation, active streetscapes, access to businesses and transit.
3. Place new and existing utilities underground.

* Definitions for the Comprehensive Plan Related to Economic Vitality:

From the 1994 Plan:

Strip commercial development is commercial or retail uses, usually one-story high and one store deep, that front on a major street and are oriented towards access by the automobile. Strip commercial development is typically characterized by street frontage parking lots serving individual stores or strips of stores. Strip commercial development has 1) no provisions for pedestrian access between individual uses; 2) the uses are only one store deep; and 3) buildings are arranged linearly

rather than clustered; and 4) there is no integration among individual uses.

Specialized services and Unique Goods: Goods and Services which cater to a specific or distinctive market and are specifically sought out by clientele within the community and throughout the region. Businesses in this category include establishments which provide uncommon merchandise, high quality eating, entertainment, and cultural opportunities, arts and crafts, etc. Professional services, such as medicine, law, finance, etc., are considered to be specialized services and capable of attracting clients from beyond the community.

New Definitions to Add:

Target industry clusters

Employment zones

Adequate (multiple uses): transportation, land and parking.

Higher intensity is defined as a commercial use that provides services for a market area beyond the City (planning area) or the City market area.

Lower intensity is defined as a commercial use that provides services or activities for a neighborhood market area.

Employment Centers are the city's economic drivers, providing land primarily for office, research, education, and industrial uses. Employment Centers support Lake Oswego's current leading employment sectors of Finance, Insurance, and Professional Consulting Services, and can support the future target industries as well. Employment Centers focus on higher intensity employment uses in the city, and can accommodate medium and large employers (50+ jobs per business) that seek business park, industrial, or institutional settings.

Although the focus is on employment, Employment Centers do allow mixed use: limited retail, residential and commercial uses that are designed to support the primary employment purpose and provide additional vibrancy to its daily activities without supplanting each Center's primary employment focus. Centers should be well connected to the surrounding community. They are located around major arterials and highway facilities to facilitate access, movement of goods and employees, and are well-served by all modes of transportation.

The City has three Employment Centers – Kruse Way, the SW Employment District and Marylhurst – each with its own character and economic function. Kruse Way functions as the city's primary office commercial employment area, the SW Employment District functions as the city's primary Industrial and Industrial Park area, and Marylhurst's focus is on campus institutional uses (education).

Town Centers are the city's mixed-use anchors, with the Lake Grove Village Center on the west side of the City, and Downtown, including Foothills, on the east side. These Centers provide a mix of commercial uses (for example, restaurants, offices, retail, grocery stores, services) and residential development at higher densities than Neighborhood Villages. Having a mix of uses promotes the 20-minute neighborhood concept within the Center, providing services within walking distance to residents in the Center and the adjacent neighborhoods.

The Centers are located around arterial roads and are supported by public transit to facilitate access, including pedestrian and bicycle connections within the Center and with adjacent neighborhoods. Additionally, these areas incorporate civic uses, public spaces, and public facilities that generate activity levels to support economic vitality of the Center. The Downtown Center also supports cultural

uses, such as the library, community theater, and public art. The Metro Urban Growth Concept Plan also identifies Downtown and Lake Grove as Town Centers.

Neighborhood Villages provide good and services to meet the daily needs of nearby residents. They serve as neighborhood centers of commerce and community. Neighborhood Villages allow for a mix of residential with retail, services, and other employment but with less intensity than Town Centers and Employment Centers.

These smaller-scaled, mixed-use centers are located within or near residential areas, and development in the villages should reflect this relationship in design, character and connections to the surrounding neighborhoods. Neighborhood Villages support area residents' daily needs within a 20-minute walk, or bike ride, reducing daily car trips and promoting community health. Here, due to the scale of Villages, the 20-minute neighborhood concept extends past Village boundaries to focus on serving adjacent neighborhoods, as well as Village residents.

Neighborhood Villages are present at key intersections and are accessible by minor arterial roads and major collectors. To further promote community activity, the Villages may include gathering spots such as parks, plazas and paths, and medium- and high-density residential uses may be located within these areas. Because of the close relationship between neighborhoods and their centers, each Village differs in its character, mix, and size. Examples of Neighborhood Villages include Mountain Park, West Lake Grove, Bangy Road, Rosewood and Palisades.

Community Hubs are neighborhood-scale gathering places that allow for occasional limited commercial or community activities which support the surrounding neighborhoods, and may provide a temporary market for small businesses. They are centered around parks, schools, and other public places. Uses may include small-scale farmer's markets, community gardens, food stands, neighborhood gatherings, coffee carts or other services.

DRAFT ECONOMIC VITALITY GOALS, POLICIES AND RECOMMENDED ACTION MEASURES

TRACK CHANGES VERSION

VISION

We are a community where people can live, work, play and meet their daily needs for goods and services. We build upon the intellectual capital of the community to attract new ventures, retain local businesses and connect to the global economy. We are business-friendly and a regional model for employment and mixed-use centers that attract quality jobs.

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GOAL #1

The City shall provide a full range of economic development opportunities which enhance the prosperity and livability of the community.

POLICIES

1. Designate adequate commercial and industrial land ~~to~~ for a range of employment uses in order to that:
 - a. Supply goods and services for Lake Oswego residents and businesses ~~to the population within Lake Oswego's Urban Services Boundary;~~*
 - b. ~~Provide close-to-home employment opportunities~~ Support a strong local employment base; and,
 - c. ~~Maintain and improve~~ Contribute to the regional ~~the health of the local~~ economy.
2. Maximize use of employment land through the following:
 - a. Fully utilize existing buildings, with an emphasis on adaptive reuse;
 - b. Promote redevelopment of underutilized land; and
 - c. Optimize the development of vacant employment land.
3. Support existing businesses.
4. Provide a diversity of spaces and sites to support the opportunity for business incubation and employment growth.
5. Provide flexibility in employment zones to adapt to economic change.
6. Pursue a range of employment opportunities with an emphasis on target industry clusters* identified in the Economic Opportunities Analysis.
7. Maintain an inventory documenting the supply of land for industrial and other employment uses.
8. Encourage sustainable business and development practices.

Policy 9 has been revised by staff; a new Policy 10 and 11 have been added.

9. Focus employment and commercial uses in designated areas at appropriate scales and intensities, such as in Employment Centers, Town Centers and Neighborhood Villages:

a. Employment Centers focus primarily on high-intensity employment uses, with supporting retail, commercial and residential uses in select locations.

i. Develop a special district plan for the SW Employment District.

b. Town Centers accommodate a mix of higher-intensity commercial uses including office and retail uses, as well as residential, public facilities, and cultural uses.

c. Neighborhood Villages accommodate a mix of lower-intensity commercial and residential uses to provide services for nearby residents.

i. In the Mountain Park Neighborhood Village, allow additional commercial uses where site conditions, such as parcel size and direct access to the major street system, can support businesses that provide specialized services and unique goods.*

10. Designations of Employment Centers, Town Centers, and Neighborhood Villages shall be consistent with the following factors:

a. Employment Centers are:

vi. Comprised of commercial, industrial, and the campus institutional zone and that accommodate medium to large businesses*;

vii. Areas that supply services to a market area greater than the city;

viii. Located around arterial roads and adjacent to the regional transportation system* to facilitate access to and from the center;

ix. Served by transit on the primary arterials, and may include a transit center;

x. May be adjacent to high density residential areas, connected by pedestrian and bicycle facilities.

b. Town Centers are:

vi. Comprised of commercial and mixed-use zones that accommodate small to medium businesses*, and the public facility zone;

vii. Areas that supply services to a market area that is approximately equal to the city;

viii. Located around arterial roads;

ix. Served by transit on or near the primary arterials, and may include a transit center;

x. May be adjacent to high-density residential areas, connected by pedestrian and bicycle facilities.

c. Neighborhood Villages are:

i. Comprised of commercial and mixed-use zones that accommodate lower intensity commercial uses; smaller public facility uses; and residential uses;

ii. Areas that supply services to a market area that serves the adjacent neighborhoods.

iii. Located around or near minor arterial roads and major collectors, and near or within residential areas;

iv. Served by pedestrian and bicycle connections;

v. Developed at a scale and in character with the immediately surrounding area.

11. Accommodate opportunities for temporary, limited commercial activities in Community Hubs.

a. Community Hubs are:

- iv. Located in neighborhoods;
- v. Co-located with schools, parks or other public facilities;
- vi. Connected by pedestrian and bicycle facilities to the surrounding neighborhood.

~~9. Focus employment uses in designated areas at appropriate scales and intensities, such as in Employment Centers~~

- ~~i. Areas of higher intensity employment uses.~~
- ~~ii. Locations along arterial roads with access to services and public transit.~~
- ~~iii. Include residential and supporting retail uses in select locations.~~
- iv. In the SW Industrial Area, provide for industrial and other employment (office) uses; allow limited retail and services that are strategically sited.

~~b. Town Centers~~

- ~~i. Areas of higher intensity retail and commercial uses with a mix of residential development.~~
- ~~ii. Locations along arterial roads access to services and public transit.~~
- ~~iii. Include cultural opportunities, such as libraries, theaters and public art.~~

~~c. Neighborhood Villages~~

- ~~i. Active areas of retail, residential and community activity to meet daily needs of area residents.~~
- ~~ii. Allow a mix of retail, services and other employment at lower intensities and may include medium and higher density residential uses.~~
- ~~iii. Include community gathering places, such as parks, plazas and paths.~~

~~iv~~

12. Maintain land for light industrial uses within the SW Employment District.

513. Encourage home occupations as a source of business activity and growth while respecting neighborhood character. ~~Allow home occupations subject to regulations that ensure compatibility with the surrounding residential neighbors.~~

~~2. Applications for a Zoning Map/Comprehensive Plan Map amendment to change the designation of an area from residential to commercial or industrial shall be governed by the following procedures and criteria: [PA 5-97/ZC 4-97-1259; 5/5/98]~~

~~a. No application shall be accepted during the neighborhood planning process for the affected neighborhood or neighborhoods or for two years after the date of the City Council's approval of a Neighborhood Association's application to begin the planning process, whichever is less.~~

~~i. For the purposes of this policy, "affected neighborhood" means the recognized Neighborhood Association or Community Planning organization in which the property proposed to be rezoned is located. If the subject property is located in two or more neighborhoods, all neighborhoods in which a portion of the subject property is located shall be considered affected neighborhoods. If the subject property is located in one neighborhood but the rezone is requested to expand~~

~~an existing commercial or industrial use located in another neighborhood, both neighborhoods shall be considered affected neighborhoods.~~

- ~~ii. For the purposes of this policy, "neighborhood planning process" means the period of time from the City Council's decision to approve a Neighborhood Association's application to begin the planning process until the Neighborhood Plan is adopted and in effect. If there is more than one affected neighborhood, and both neighborhoods are in the neighborhood planning process, the two-year deadline period shall run from the latest application approval date.~~
- ~~b. In order to obtain approval, the applicant shall demonstrate compliance with the policies and standards of an adopted Neighborhood Plan of an affected neighborhood. If more than one neighborhood plan is applicable and the policies conflict, the conflicting policies shall be balanced as provided in the Introduction to the Comprehensive Plan.~~
- ~~c. In addition to compliance with any applicable neighborhood planning policies as provided in subsection (b), the applicant shall demonstrate compliance with all Comprehensive Plan Goals and Policies applicable to industrial and/or commercial plan/zone map amendments. Such applicable Goals and Policies include, but are not limited to, the following:~~
 - ~~i. Location in relation to arterial or collector streets; consistency with adjacent land use patterns or ability to buffer, screen and blend dissimilar land uses. [Goal 2, Land Use Planning, Section 1, Land Use Policies and Regulations, Policy 14];~~
 - ~~ii. Capacity of public facilities and services. [Goal 2, Land Use Planning, Section 1, Land Use Policies and Regulations, Policy 14];~~
 - ~~iii. Encourage land use patterns which reduce dependency on the automobile but which are also compatible with existing neighborhoods. [Goal 6, Air, Water and Land Resources Quality, Section 1, Air Resources Quality];~~
 - ~~iv. Separate noise sensitive and noise-producing land uses; minimize noise impacts on surrounding properties and protect and maintain the quiet character of those areas of the community unaffected by major noise sources, and locate, design and buffer noise producing land uses to protect noise sensitive land uses. [Goal 6, Air, Water and Land Resources Quality, Section 4, Sound Quality, Policies 1, 4, and 5];~~
 - ~~v. Regulate the type and intensity of land uses within areas subject to natural disasters and hazards. [Goal 7, Areas Subject to Natural Disasters and Hazards, Section 1, Flooding; Section 2, Earthquake Hazards; and Section 3, Landslides, Erosion and Unstable Soils, Policy 2];~~
 - ~~vi. Prevent expansion of "strip commercial development"* [Goal 9, Economic Development, Policy 8];~~
 - ~~vii. Ensure neighborhood commercial * areas are conveniently located and minimize the need for automobile travel. [Goal 9, Economic Development, Policy 9(a.)];~~

- ~~viii. Designate the Downtown and Lake Grove Commercial Districts as the primary centers of general commercial activity in Lake Oswego. [Goal 9, Economic Development, Policy 10];~~
- ~~ix. Limit commercial development in the Lake Grove Business District to that which is intended to accommodate neighborhood and community needs* for goods and services. [Goal 9, Economic Development, Policy 16];~~
- ~~x. Regional draw* businesses other than those providing specialized services and unique goods* shall not be located in the Downtown and Lake Grove Business Districts. [Goal 9, Economic Development, Policy 17];~~
- ~~xi. Limit commercial development in the Grimm's Corner and Rosewood Business Districts to that which is intended to accommodate the frequently recurring needs* of the surrounding neighborhoods. [Goal 9, Economic Development, Policy 18];~~
- ~~xii. Limit development within the commercial districts associated with the Mountain Park Planned Unit Development to that which serves the frequently recurring needs of Mountain Park residents, except; in those locations where site conditions, such as parcel size and direct access to the major street system, allow businesses to provide for community needs and to offer specialized goods and unique services. [Goal 9, Economic Development, Policy 19];~~
- ~~xiii. Allow commercial and residential uses within the Centerpointe and Kruse Way Business District at densities, which support mass transit and which, take advantage of the regional transportation system. These activities may include:
 - ~~a. Employee intensive businesses such as major regional office complexes, high density housing, and associated services and retail commercial uses, and;~~
 - ~~b. Commercial activities, which meet the needs of the traveling public and other highway, oriented retail uses which require access to a large market area. [Goal 9, Economic Development, Policy 20];~~~~
- ~~xiv. Do not allow regional, or larger, shopping centers* within the Centerpointe and Kruse Way Business District. [Goal 9, Economic Development, Policy 21].~~
- ~~xv. The full range of public facilities and services shall be available to serve development allowed by a Plan/Zone Map amendment. [Goal 2, Land Use Planning, Section 1, Land Use Policies and Regulations, Policy 1];~~
- ~~xvi. Proposed Plan/Zone Map amendments shall be evaluated to determine their effect on the overall land supply and compliance with the Metro Housing Rule (OAR 660-07-000). [Goal 2, Land Use Planning, Policy 14(d)];~~
- ~~xvii. Demonstration of public need for the change and that the proposed amendment will best meet identified public need versus other available alternatives. [Goal 2, Land Use Planning, Policy 14(f)];~~
- ~~xviii. A proposed increase in land use intensity shall be accompanied by a detailed traffic analysis which finds that existing streets and intersections both on and~~

~~off-site will accommodate the projected traffic increases, or; necessary improvements can be constructed which are in conformance with the Comprehensive Plan Transportation Map. [Goal 12: Transportation, Sub-Goal 4: Land Use and Transportation Relationships, Policy 4];~~

~~xix. Commercial and industrial parking shall not intrude into adjacent residential neighborhoods. [Goal 10: Transportation, Sub-Goal 4: Land Use and Transportation Relationships, Policy 4];~~

~~xx. The applicant shall demonstrate that development allowed by the proposed Plan/Zone map amendment will: be compatible with surrounding residential neighborhoods; preserve natural resources; protect water quality; provide for protection from natural hazards; and provide for efficient transportation and land use relationships including the accommodation of alternative transportation modes or that these criteria can be accomplished pursuant to the criteria contained in the Zoning and Development Code;~~

~~xxi. The applicant shall demonstrate consistency with Metro's Urban Growth Functional Plan and compliance with the Oregon Transportation Planning Rule (Chapter 660, Division 12).~~

Goal #2

Redevelopment and development in employment zones will address impacts on and enhance the surrounding community and will be well-served by infrastructure.

POLICIES

31. ~~Require~~ Provide opportunities for new ~~commercial and industrial employment~~ redevelopment and development while:

- a. ~~Providing~~ the full range of required public facilities and services ~~and pay commensurate system development charges;~~
- b. ~~Mitigate~~ Addressing adverse impacts such as noise, traffic and visual aesthetics, on adjacent land uses; ~~through methods such as buffering, screening, parking controls, height, bulk and scale limits;~~
- c. Complying with design and aesthetic standards to promote ~~ensure~~ compatibility with ~~surrounding land uses and~~ Lake Oswego's overall community character;
- ~~hd.~~ Preserve ~~Preserving~~ natural resources and providing ing required open space; ~~e.~~
- ~~e.~~ Place ~~new and existing utilities underground in employment zones.~~
- e. Addressing the adequacy of all transportation modes to, from, and within the development site; Develop transit opportunities appropriate to the scale and character of the project;
- f. Participating in the development of a street system which provides efficient connection to ~~higher order streets~~ transportation corridors and other activity centers including Employment Centers, Town Centers, Neighborhood Villages ~~and to other activity centers;~~
- g. Providing ~~for a~~ safe and convenient pedestrian, ~~n~~ and bicycle and transit facilities/amenities that support efficient movements of people to and from the site circulation system to and within the development;
- h. Promoting the efficient use of land dedicated to vehicle parking by p Providing adequate*, but not excessive, parking for customers and employees;
- i. Minimize the impacts of traffic generated on adjoining neighborhoods by routing traffic generated to major collectors when feasible.

i. ~~Require Promoting new commercial development in employment zones, where possible, to develop joint~~ shared street access, parking facilities, and pedestrian connections with other businesses ~~to reduce land area requirements~~ provide more developable land area and reduce traffic congestion, parking, and safety problems.

f. ~~Develop transit opportunities appropriate to the scale and character of the project;~~

2f. ~~Preventing new further expansion of~~ “strip commercial development”* and ~~encourage encouraging~~ redevelopment of existing strip commercial areas to ~~become more attractive~~ promote and oriented toward pedestrian orientation, active streetscapes, access to businesses and transit. s and transit.

3. Place new and existing utilities underground.

Definitions for the Comprehensive Plan Related to Economic Vitality:

From the 1994 Plan:

~~1. Shopping centers: For the purposes of the Comprehensive Plan, Shopping Centers are a group of commercial establishments planned, constructed, and managed as a total entity, with customer parking provided on-site, provision for goods delivery, separated from customer access, aesthetic considerations and protection from the elements, and landscaping and signage in accordance with an approved plan.~~

~~2. Regional Draw Businesses: These are businesses which draw customers from not only the Lake Oswego market area, but also from throughout the Portland Metropolitan Area. For the purposes of the Comprehensive Plan a regional draw businesses shall be any a retail single-tenant commercial establishment with a floor area of greater than 35,000 square feet.~~

~~3. Strip commercial development is:~~ c Commercial or retail uses, usually one-story high and one store deep, that front on a major street and are oriented towards access by the automobile. Strip commercial development is typically characterized by street frontage parking lots serving individual stores or strips of stores. Strip commercial development ~~differs from central business districts in at least two of the following:~~ 1) there are has 1) no provisions for pedestrian access between individual uses; 2) the uses are only one store deep; and 3) buildings are arranged linearly rather than clustered; and 4) there is no ~~design~~ integration among individual uses.

Specialized services and Unique Goods: Goods and Services which cater to a specific or distinctive market and are specifically sought out by clientele within the community and throughout the region. Businesses in this category include establishments which provide uncommon merchandise, high quality eating, entertainment, and cultural opportunities, arts and crafts, etc. Professional services, such as medicine, law, finance, etc., are considered to be specialized services and capable of attracting clients from beyond the community.

~~4. Employment Area: An area containing various types of employment and some high density residential, with limited commercial uses. There is one designated employment area in Lake Oswego, which encompasses areas which are designated by the Comprehensive Plan as Highway Commercial, Campus Research and Development, Office Campus, R-0 and some R-3, within the Kruse Way Corridor (Figure 26).~~

New Definitions to Add:

Target industry clusters

Employment zones

Adequate (multiple uses): transportation, land and parking.

Employment Centers

Higher intensity is defined as a commercial use that provides services for a market area beyond the City (planning area) or the City market area.

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The Centers are located around arterial roads and are supported by public transit to facilitate access, including pedestrian and bicycle connections within the Center and with adjacent neighborhoods. Additionally, these areas incorporate civic uses, public spaces, and public facilities that generate activity levels to support economic vitality of the Center. The Downtown Center also supports cultural uses, such as the library, community theater, and public art. The Metro Urban Growth Concept Plan also identifies Downtown and Lake Grove as Town Centers.

Neighborhood Villages provide good and services to meet the daily needs of nearby residents. They serve as neighborhood centers of commerce and community. Neighborhood Villages allow for a mix of residential with retail, services, and other employment but with less intensity than Town Centers and Employment Centers.

These smaller-scaled, mixed-use centers are located within or near residential areas, and development in the villages should reflect this relationship in design, character and connections to the surrounding neighborhoods. Neighborhood Villages support area residents' daily needs within a 20-minute walk, or bike ride, reducing daily car trips and promoting community health. Here, due to the

scale of Villages, the 20-minute neighborhood concept extends past Village boundaries to focus on serving adjacent neighborhoods, as well as Village residents.

Neighborhood Villages are present at key intersections and are accessible by minor arterial roads and major collectors. To further promote community activity, the Villages may include gathering spots such as parks, plazas and paths, and medium- and high-density residential uses may be located within these areas. Because of the close relationship between neighborhoods and their centers, each Village differs in its character, mix, and size. Examples of Neighborhood Villages include Mountain Park, West Lake Grove, Bangy Road, Rosewood and Palisades.

Community Hubs are neighborhood-scale gathering places that allow for occasional limited commercial or community activities which support the surrounding neighborhoods, and may provide a temporary market for small businesses. They are centered around parks, schools, and other public places. Uses may include small-scale farmer's markets, community gardens, food stands, neighborhood gatherings, coffee carts or other services.

