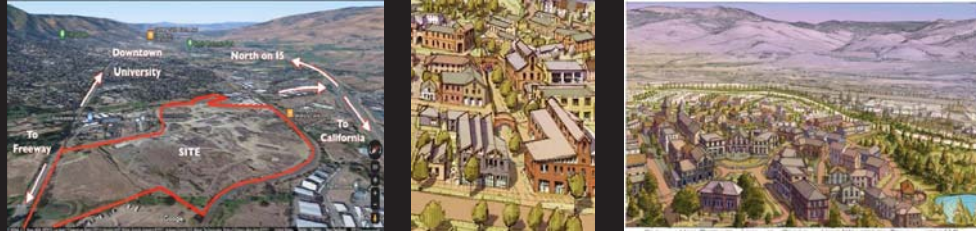


Croman Mill Redevelopment Update

Ashland, Oregon



Planning Commission Presentation

July 25, 2023

Agenda

1. Update on site background and current status
2. Update on environmental (conducted by current owner)
3. Discuss project goals and opportunity for city-wide benefits
4. Discuss current master plan proposal
5. Discuss potential timeline and next steps

Development Proposal: Townmakers LLC, Developer
Master Planning: Michael Mehaffy, Ph.D., Structura Naturalis Inc.
Laurence Qamar, Architect, Qamar and Associates
Engineering: Paul Crabtree, P.E., Crabtree Group
Economics: Jerry Johnson, Johnson Economics
Others (TBD)



TOWARD A NEW MASTER PLAN FOR CROMAN MILL

Background document on a development proposal for a key "opportunity site"

Summary

Many Ashland citizens are eager to see the site of the former Croman Mill cleaned up and developed into a beneficial new district for the city. Townmakers LLC and its team also sees an opportunity for an innovative and successful new development on the site, and they intend to move forward on acquisition and redevelopment. However, if the site is to be more than simply another form of conventional development, careful strategy and collaboration will be needed.

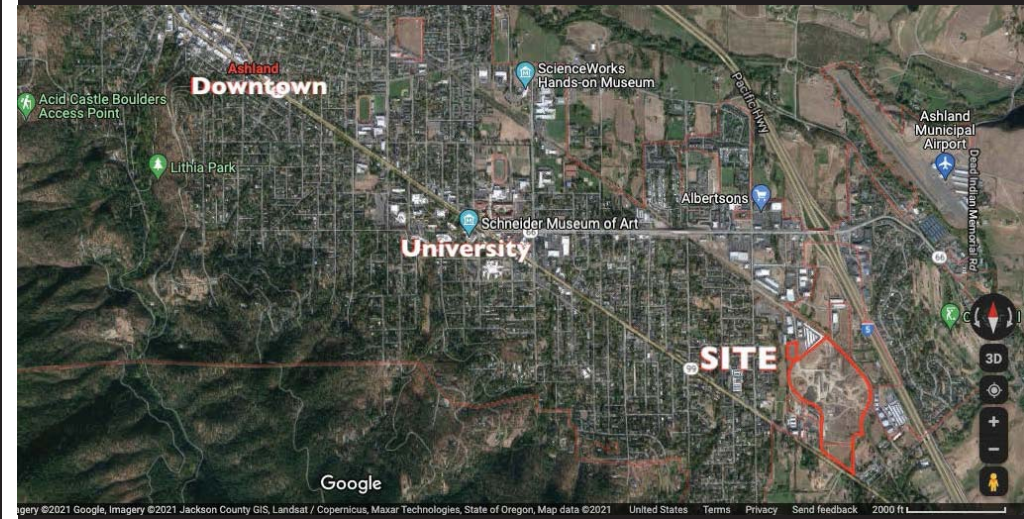
In a recent report on economic diversification of the City, the economics consulting firm ECONorthwest

History of Croman Mill



- *Originally the site of a municipal airport*
- *The timber mill opened in 1934*
- *The mill closed in 1996*
- *Hoped-for new industrial uses have not materialized*
- *Many other changes – employment, housing, markets...*

Ideal urban extension position

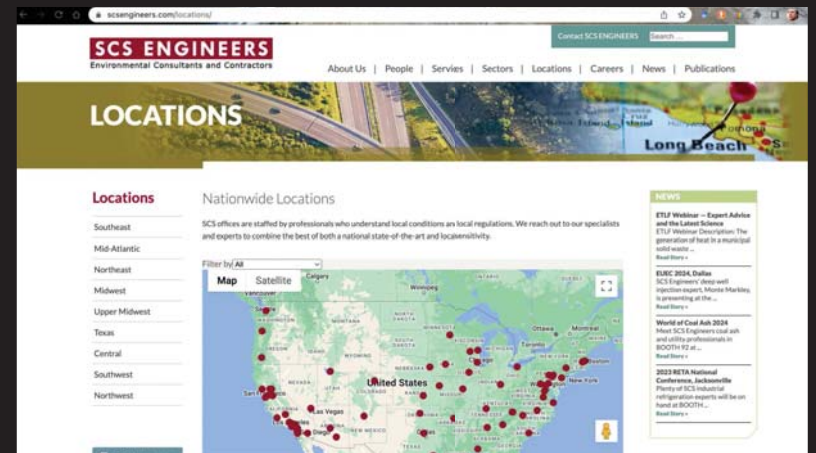


The site today:

61 acres with excellent access to downtown, the University, I-5, future trails, and existing infrastructure

Remediation – Now Under Way

Current owners have hired prominent national firm SCS Engineers

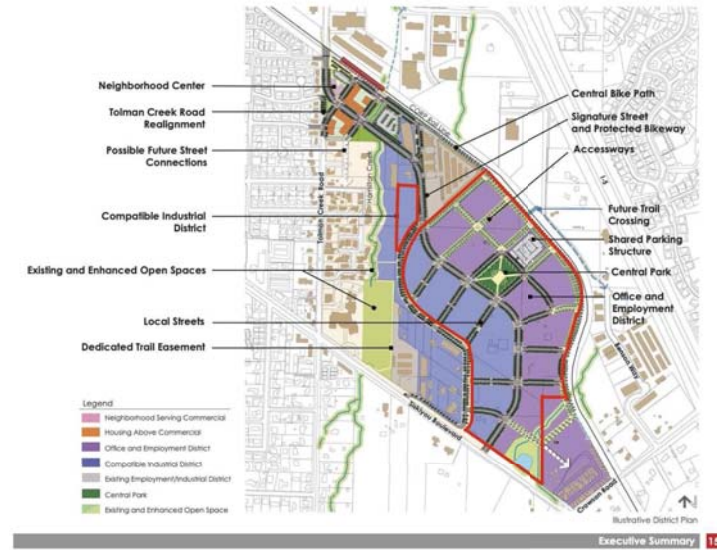


Remediation – Now Under Way

- Former timber mills normally not major problems
- Current owners are performing the work
- Testing under way, Oregon DEQ is monitoring
- Some cleanup to be expected, also grading of the site



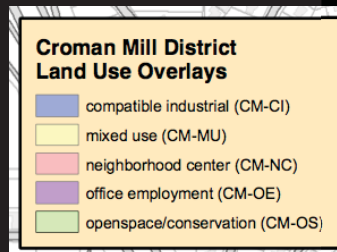
Redevelopment Plan of 2008: Expected Large Industrial Users



Redevelopment Planning

2008-2021

2010 Land Use Plan ("Compatible Industrial" + "Office Employment")



AMC 18.3.2 CM District

ashland.municipal.codes/LandUse/18.3.2

CITY OF ASHLAND

Home Contents Track Share Settings Help

Land Use Ordinance → AMC Part 18.3, Special Districts and Overlay Zones →

Chapter 18.3.2 CROMAN MILL DISTRICT

Sections:

18.3.2.010	Purpose.
18.3.2.020	Applicability.
18.3.2.030	General Requirements.
18.3.2.040	Allowed Uses.
18.3.2.050	Dimensional Standards.
18.3.2.060	Site Development and Design Standards.
18.3.2.070	Open Space Zone.

The post-COVID employment world has changed...

mckinsey.com/featured-insights/leadership/the-next-normal-arrives-trends-that-will-define-2021-and-be...

The COVID-19 pandemic has changed the world, and its effects will last. Here are some factors that business leaders should keep in mind as they prepare for the next normal.

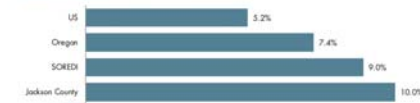
SOUTHERN OREGON REGIONAL ECONOMIC DEVELOPMENT INC.

KEY FINDING 3: REMOTE WORKERS

THE REGION HAS A HIGH PERCENTAGE OF REMOTE WORKERS

Remote workers are highly mobile, which is both an opportunity and a challenge. Typically, the first time someone visits a region is as a tourist and increasingly in modern society, people are choosing where they live first (as opposed to going where the jobs are). Remote workers typically choose their homes based on quality of life and amenities, so it is no surprise that Southern Oregon's population of remote workers is nearly double the national average. By creating resources and engaging remote workers, the Rogue Valley will retain their workforce and also have a toolkit that can be used to attract talent to the region.

FIGURE 3. WORKING AT HOME
PERCENT OF WORKERS AGE 16 OR OLDER



2019-11-08-SORREDI-CEDS-FINAL.pdf

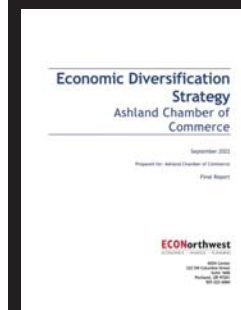
Page 18 of 60

- Encourage tactical urbanism projects, such as pop-up shops in underutilized downtown spaces to encourage foot traffic and community engagement.²¹
- Bolster organizations that focus on downtown vitality, such as chambers of commerce, main streets, and downtown associations.
- Support Rogue Valley shop-local initiatives and campaigns that highlight the region's craft and boutique industries, events, and arts and cultural amenities (strategy 4.3). In addition to supporting the local economy, buying local builds resilient downtowns and fosters a sense of community.

²¹ Federal Transit Administration, "Transit-Oriented Development," 11 April 2019, www.transit.dot.gov/TOD.
²² Accelerator for America, "Opportunity Zone Investment Prospectus Guide," October 2018, www.acceleratorforamerica.com/OZGuide
²³ Street Plans, Tactical Urbanist's Guide to Materials and Design, December 2016, tacticalurbanistguide.com.

The world has changed a lot since 2010!

Ashland 2022 Economic Diversification Strategy (ECONorthwest)



Support Specialty Districts

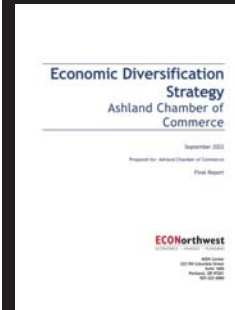
A balanced economy can also be reflected in a city's geography and having different areas with identities that each exert their own gravity. In addition to downtown, there are three districts that show strong potential to continue developing into distinct, mixed-use areas of the city: University District, Railroad District, and the Croman Mill District. Each brings its own potential to expand past residential and commercial into areas like research, flex industrial, entertainment or small manufacturing.

1. **University District** – Southern Oregon University has the potential to transform not only a few properties on its campus, but its role within the city. By developing some strategic locations into dense, mixed-use buildings that cater to students and young professionals, the organization can establish an anchor for both residential and commercial development.
2. **Railroad District** – Already a popular part of the city, with some strategic investments this area could act as a walkable, nearby counterbalance to the downtown and provide the opportunity to define a separate cluster of retail and nightlife activities.
3. **Croman Mill District** – Perhaps the property with the most potential to redefine its area, the former Croman Mill site can provide the type of residential and commercial development at scale to significantly expand the growth of the city. If the city would like to develop more housing for young families, this site provides an opportune landscape. The fact that the site remains undeveloped 15 years after the adoption of the Croman Mill Master Plan suggests that the master plan and implementing ordinances should be revisited.

Ashland Economic Diversification Strategy (ECONorthwest)

3. **Croman Mill District** – Perhaps the property with the most potential to redefine its area, the former Croman Mill site can provide the type of residential and commercial development at scale to significantly expand the growth of the city. If the city would like to develop more housing for young families, this site provides an opportune landscape. The fact that the site remains undeveloped 15 years after the adoption of the Croman Mill Master Plan suggests that the master plan and implementing ordinances should be revisited.

Ashland Economic Diversification Strategy (ECONorthwest)



Establish Small Batch Ashland

Key ingredients to a thriving micro-batch community are: (1) A strong customer base that has disposable incomes and values authentic goods; (2) A city brand that signifies quality and craft; and (3) A culinary community that supports restaurateurs and food entrepreneurs. These are all elements that few cities outside of Ashland have in high concentration. To better support current (or future) small food and beverage manufacturers, the city can provide the tools for those entrepreneurs to easily scale production. By partnering with an operator of a co-working or makerspace, a small facility could be developed with the equipment (bottling, labeling, etc.) that is a common barrier to growth.



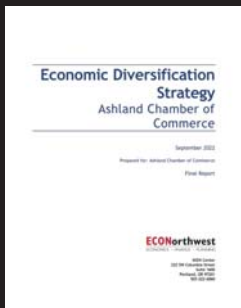
Potential Actions

- Research the growth process for these types of enterprises and the common challenges.

Potential Partners:

Small businesses, Rogue Valley Community College, SOU, Talent Maker City

Ashland Economic Diversification Strategy (ECONorthwest)



Potential Actions	Potential Partners:
<ul style="list-style-type: none"> • Explore branding concepts and public space improvements that build community support for any potential projects. • Develop public financing tools to invest in public infrastructure that can help unlock sites and achieve world class developments. • Work with the city to develop clear and consistent objectives that allow potential private or nonprofit partners to feel confident in the process. 	Private property owners, City of Ashland, SOU
	How to Measure Success:
	Projects initiated and completed
	First Step:
	Meet with SOU and focus on University District

And - Ashland needs more housing, and more diverse housing... more affordable, more "missing middle", et al. This is now a jobs and economic development issue....

City of Ashland 2021–2041 Housing Capacity Analysis

What are the key findings of the Housing Capacity Analysis?

The key findings of the Ashland's Housing Capacity Analysis are that:

- Ashland has sufficient land to accommodate its housing forecast between 2021 and 2041 and can accommodate growth (858 dwelling units) over the next 20-years with a surplus of capacity. Some development in the Suburban Residential, Normal Neighborhood, and Multifamily Residential Plan Designations will need to be accommodated in the City's urban growth boundary, outside the City Limits.
- Ashland is planning for the continued growth of single-family detached units, however, more opportunities for multifamily and single-family attached will need to occur to meet the City's needs. The factors driving the shift in types of housing needed in Ashland include changes in demographics and decreases in housing affordability. The aging of the baby boomers and the household formation of the millennials and Generation Z will drive demand for renter- and owner-occupied housing, such as single-family detached housing, townhouses, duplexes, tri- and quad-plexes, and apartments. Both groups may prefer housing in walkable neighborhoods, with access to services.
- Over the 2021 to 2041 period, Ashland will need to plan for more multifamily dwelling units in the future to meet the City's housing needs. Historically, 66% of Ashland's housing was single-family detached. While 35% of new housing in Ashland is forecast to be single-family detached, the City will need to provide opportunities for the

development of new single-family attached (10% of new housing); duplex, triplex, and quadplex housing (10% of new housing); and multifamily units (35% of new housing).

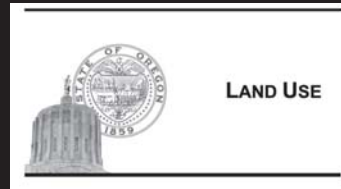
- Ashland has unmet needs for affordable housing. Ashland has unmet housing needs for households with extremely-low and very-low-income households, as well as households with low- and middle-income. The forecast shows 273 of Ashland's new households will have incomes of \$32,600 (in 2019 dollars) or less. These households can afford monthly housing costs of \$820, which is considerably below market rate rents starting around \$1,145 for a two-bedroom unit. About 127 of Ashland's new households will have incomes between \$32,600 and \$52,000 and can afford \$820 to \$1,300 in monthly housing costs.
- Ashland will need more diverse housing types to meet these housing needs and address demographic changes. These housing types include rental and ownership opportunities such as small single-family detached housing, accessory dwelling units, cottage housing, townhouses, duplexes, tri- and quad-plexes, and apartments. Without the diversification of housing types, lack of affordability will continue to be a problem, possibly growing in the future if incomes continue to grow at a slower rate than housing costs.

The memorandum Ashland Housing Strategy (Appendix A of this report) was developed to present recommendations for policy changes to address Ashland's unmet housing needs. Based on this Housing Capacity Analysis report and using the Ashland Housing Strategy for guidance, Ashland will need to develop a Housing Production Strategy within one year of adoption of

To be clear, core employment is still a major goal of the project.

Two requirements to satisfy for employment:

1. State land use law mandating a sufficient supply of “employment land”
2. City goals for employment diversity and family-wage jobs across the spectrum



Family-wage employment... not just in isolated districts, but increasingly in more competitive live-work-play neighborhoods



With home-based businesses as well as “third places”
(Increasingly where meetings happen and deals are made)

Larger employers, smaller employers, home-based businesses, work-from-home: an “ecology” of businesses



In a neighborhood that’s attractive to employers,
because it’s attractive to employees

Housing is increasingly linked to employment in many ways.

“Lack of workforce housing therefore lack of workforce”

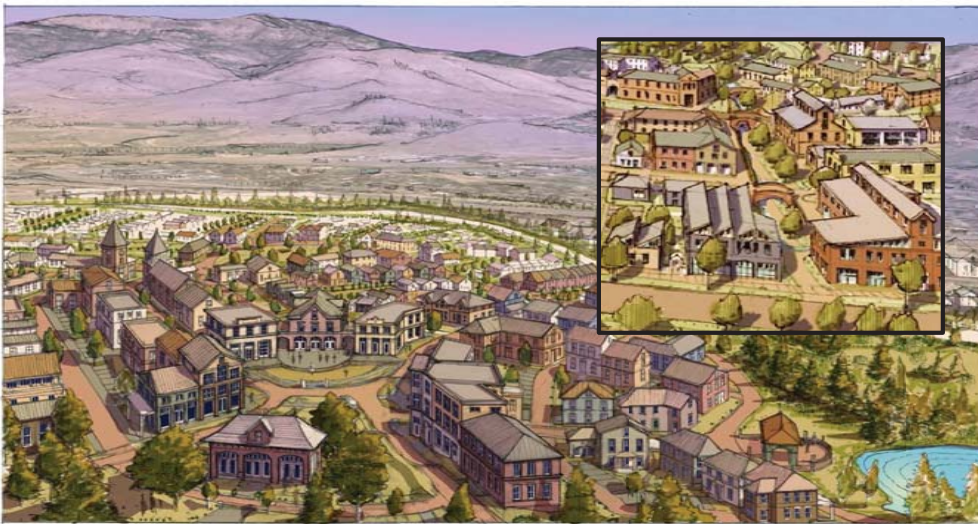
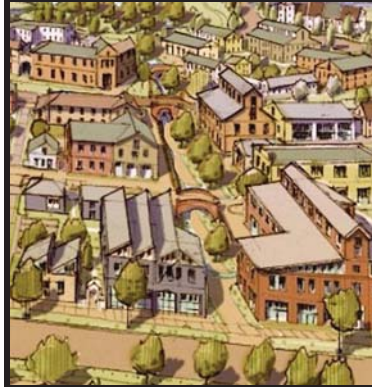
- “What We Heard,” Ashland Economic Diversification Strategy (2023)



Diverse Housing, Diverse Employment

Makers District & Light Industrial

Pocket Neighborhoods



CROMAN MILL DISTRICT - ASHLAND, OREGON - MIKE WEINSTOCK, TOWNMAKERS LLC.
TOWN PLANNERS AND DESIGNERS: QAMAR & ASSOCIATES, AND STUCTURA NATURALIS - JANUARY 1, 2022

“Missing Middle” Housing, Live-Works, etc.



“Missing Middle” Housing, Live-Works, etc.



Development Team:

Many years of history in and emotional connection to Ashland as well as the Northwest region



Mike Weinstock
Manager,
Townmakers LLC

Ally Weinstock
Administrator,
Townmakers LLC



Carlene Chin
Team Coordinator,
Townmakers LLC

The New Development Team (As of 2021)

Planning Team:

Many years experience in planning and building popular, successful, live-work-play neighborhoods that respect the local character and quality



Michael Mehaffy, Ph.D.
Urban Planner
Structura Naturalis Inc.



Laurence Qamar, CNU-A
Urban Designer
Qamar & Associates Inc



Paul Crabtree, P.E.
Civil Engineer
Crabtree Group Inc.

Planning Team:

Expertise in climate-friendly development, strategic issues and tools



Mehaffy doctoral dissertation on urban form and climate change, Delft University of Technology, 2015

Previous Meetings

- *Planning Commission*
- *City Council*
- *City staff meetings*



Other successful communities by the planning team

Live, work, shop, create, learn, play...in a five-minute walk from home



Orenco Station TOD



Seabrook WA



Nansledan, UK



Affordable Housing



Markets



Parks

Public Outreach

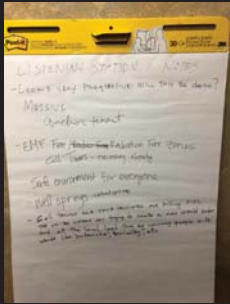
- *Project website*
- *Stakeholder meetings*
- *Community open house*
- *Media coverage*



Community Open House Comments

83 comments in total

- Safety
- Traffic impacts
- Construction access
- More industrial



townmakers.net/

Comments from the Croman January 12, 2022

LISTENING STATION 1: Walk, Bike, Recreate, Connect

- Looks very progressive - will this be done?
- Massive anchor tenant?
- EMF free and radiation free zone? Cell towers - too many already
- Safe environment for everyone
- Tap into natural springs

Key Features:

1. Create a flexible, market-facing zoning that allows the highest possible achievement of public goals
2. Specify coherent, walkable public realm while allowing a mix of uses
3. Regulate the impacts, not the uses
4. Deliver an agreed minimum of employment lands with each phase
5. Deliver an agreed minimum of tenant-ready employment spaces in each phase

The New Plan

APPLICANT DRAFT REVISION
xxx 2023

Chapter 18.3.2 CROMAN MILL DISTRICT

Sections:

- 18.3.2.010 Purpose.
- 18.3.2.020 Applicability.
- 18.3.2.030 General Requirements.
- 18.3.2.040 Allowed Uses.
- 18.3.2.050 Dimensional Standards.
- 18.3.2.060 Site Development and Design Standards.
- 18.3.2.070 Open Space Zone.

18.3.2.010 Purpose

The purpose of this section is to establish a special district for the orderly development of the Croman Mill site, implement the Croman Mill Site Redevelopment Plan. The district is designed to provide an environment suitable for employment, recreation, and living. The CM district is a blueprint for promoting family-wage jobs, professional office and manufacturing commerce, neighborhood-oriented businesses, mixed-use projects, and community services in a manner that enhances property values by providing transportation options and preserving significant open spaces while minimizing the impact on natural resources through site and building design. The Croman Mill District Standards were adopted by the City Council on August 17, 2010 (Ordinance No. [R031](#)), and amended on December 16, 2011 (Ordinance No. [R053](#)).

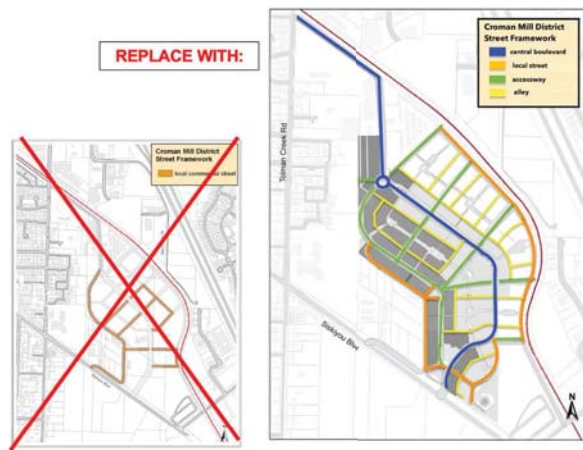


Figure 18.3.2.060.A.4.a. Street Framework

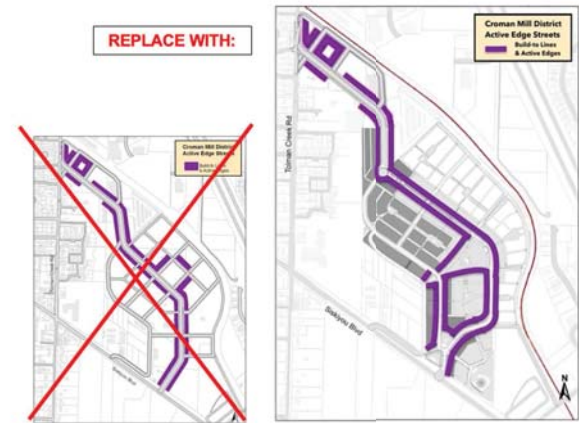


Figure 18.3.2.060.B.2. Active Edge Streets

a. Buildings shall be set back not more than ten feet from a public sidewalk unless additional setback area is used for pedestrian entries, such as alcoves, or for pedestrian activities such as

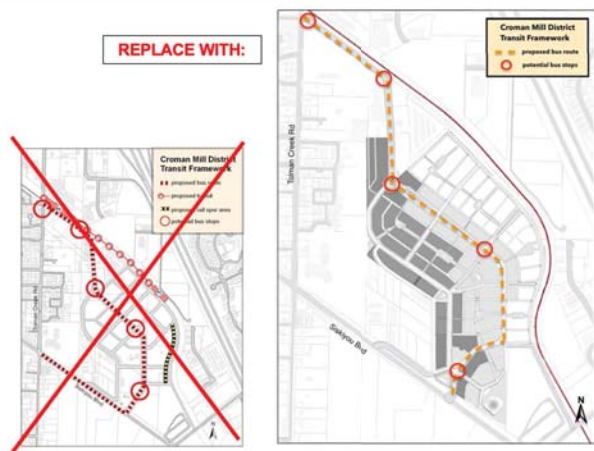


Figure 18.3.2.060.B.12. Transit Framework

a. All large scale development located on an existing or planned transit route shall accommodate a transit stop and other associated transit facilities unless the Community Development Director determines that adequate transit facilities already exist to serve the needs of the development or



Figure 18.3.2.060.A.6.a. Multi-Use Paths

2010:



2023:



Croman Mill Neighborhood, Ashland, Oregon Qamar and Associates Inc. - Urban Design
Town Makers LLC., Developers Structura Naturals Inc. - Planning

0 100 200 400ft.

2010:

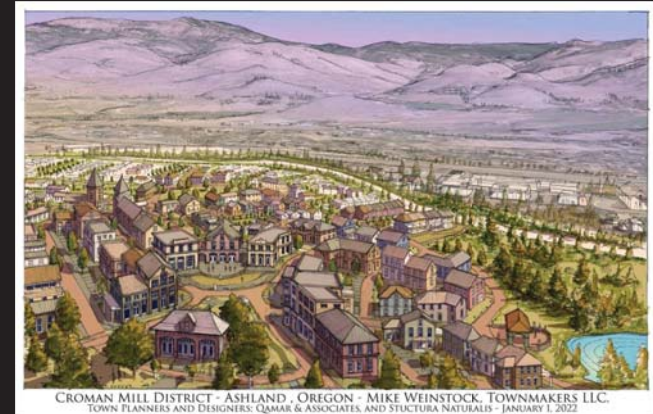


2023:



Current Status

1. Development of proposed binding site plan, amended district standards, zoning code, annexation... in progress
2. Traffic Impact Analysis – firm is ready to proceed
3. Economic analysis – report just completed (Johnson Economics); State / DLCDC legal requirements and City goals
4. Infrastructure finance – proposal in development for public improvements – paths, trails, major streets, parks (MuniCap)



Thank You!

Economics Team:

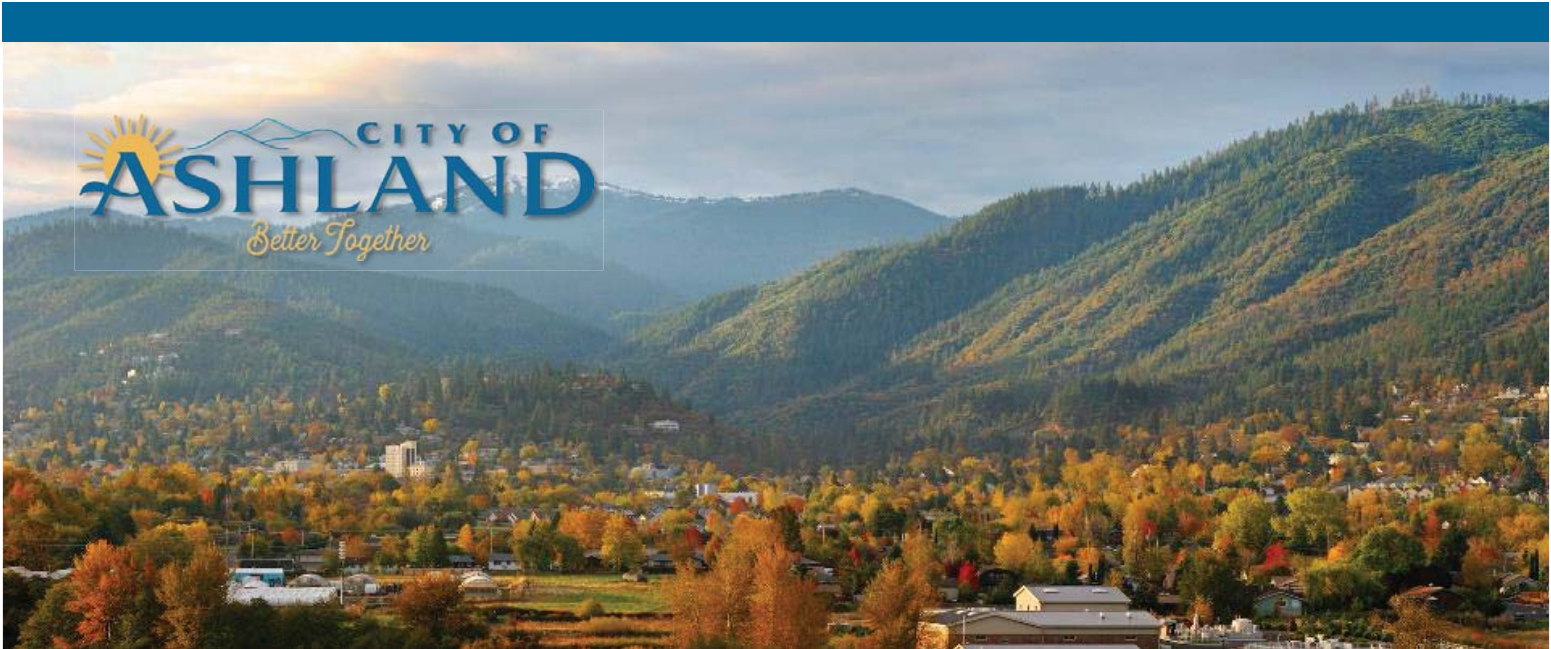
- Discussion of State Law issues, City economic goals
- Discussion of public-private models to unlock wider benefits for the full district and the city as a whole



Jerry Johnson
Principal, Johnson Economics



Thad Wilson
Senior Vice President, MuniCap



2023 Legislative Update

Planning Commission
July 25, 2023

Planning Commission

2023 Legislative Update

Housing

Natural & Working
Lands
Food Systems
Rural Climate
Solutions

Transportation

Climate

Wildfire





HOUSING

HB 2001 “Housing for All”

Establishes Oregon Housing Needs Analysis (OHNA) framework. Includes tools, investments & strategies to support building housing for all.
[Ashland has completed our HNA; will update in eight years.]

HB 2984 “Reuse Commercial Buildings for Workforce Housing”

Convert existing commercial & employment to housing. Cities cannot require zone change, CUP or more parking, and the bill limits SDC’s for conversions.
[Settles local discussion of ground floor commercial allowances.]

HB 3151 “Manufactured Dwellings & Parks”

Provides protections & incentives to tenants, adds manufactured dwellings to affordable housing definition, and gives state loan authority to include new parks.
[Ashland will be bringing forth a new Manufactured Housing Park zoning ordinance in the near future.]



HOUSING

HB 3309 “Housing Accessibility”

Oregon Housing & Community Services to assess number of accessible units funded & estimate unmet accessibility needs.
Report to Legislature.

HB 3395 “Housing Package”

Affordable housing on commercial lands. Shelters inside UGBs.
SROs on single family-zoned lands. Local housing grants. [Single room occupancy (SRO) allowance is for 4+ units sharing a common kitchen; Ashland has already allowed – 880 Park Street quads.]

NATURAL & WORKING LANDS, FOOD SYSTEMS & CLIMATE SOLUTIONS

HB 3409 "Climate Resilience Package"

Uses a \$90 million initial state investment in natural climate solutions, resilience and energy efficiency to leverage approximately \$1 billion in federal money.

SB 506 "Omnibus Funding Bill"

Includes OSU Extension Service, Oregon Community Food Systems Network, Oregon Farm to School grant program.



TRANSPORTATION

HB 3014 "Alternative Transportation Options for Schools"

Greater flexibility to schools in funding multimodal, active transportation options for kids to get to school.





CLIMATE

HB 3630 “State Energy Strategy”

Package of bills requiring ODOE to develop a comprehensive strategy to optimally achieve state energy policy goals, including renewables.

SB 5506 “CFEC Omnibus Funding”

Continues state fundings for assistance to cities in continuing to implement CFEC rules. *[Staff have been in conversations with DLCD and believe this will enable another round of land use and transportation consultant services funded and managed by DLCD to assist staff in adopting new rules and maps for Climate Friendly Areas as required in the CFEC rules.]*



WILDFIRE RESILIENCE & PREPAREDNESS

SB 80 “State Hazard Mapping”

Reclassifies state wildfire map as a hazard map rather than a risk map. Focuses state efforts in high hazard areas and areas with vulnerable populations. Establishes three funds to aid in hazard reduction.

SB 5506 “Land Use & Wildfire Omnibus Funding”

Funds Oregon Conservation Corps defensible space work. Funds wildfire mitigation.