



**Eugene City Council**

125 E. 8th Ave., 2nd Floor  
Eugene, OR 97401-2793  
541-682-5010 • 541-682-5414 Fax  
www.eugene-or.gov

# EUGENE CITY COUNCIL AGENDA

November 9, 2015

**5:30 p.m. CITY COUNCIL WORK SESSION**

**Harris Hall**

**125 East 8<sup>th</sup> Avenue**

**Eugene, Oregon 97401**

**7:30 p.m. CITY COUNCIL MEETING**

**Harris Hall**

**125 East 8<sup>th</sup> Avenue**

**Eugene, Oregon 97401**

---

**Meeting of November 9, 2015;  
Her Honor Mayor Kitty Piercy Presiding**

**Councilors**

George Brown, President

Pat Farr, Vice President

Mike Clark

George Poling

Chris Pryor

Claire Syrett

Betty Taylor

Alan Zelenka

---

**CITY COUNCIL WORK SESSION**

**Harris Hall**

**5:30 p.m. A. WORK SESSION:**

**Cell Towers**

**6:15 p.m. B. WORK SESSION:  
Economic Prosperity – Creative Industries**

**CITY COUNCIL MEETING  
Harris Hall**

- 1. PLEDGE OF ALLEGIANCE TO THE FLAG (Veterans Day)**
- 2. PUBLIC FORUM**
- 3. CONSENT CALENDAR**  
*(Note: Time permitting, action on the Consent Calendar may be taken at the 5:30 p.m. work session.)*
  - A. Approval of City Council Minutes**
  - B. Approval of Tentative Working Agenda**
- 4. ACTION:  
Acquisition of Land for Affordable Housing – River Road Site**
- 5. COMMITTEE REPORTS:  
Lane Workforce Partnership, Chamber of Commerce, Housing Policy Board, Lane Regional Air Protection Agency, Metropolitan Wastewater Management Commission**

*\*time approximate*

---

The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, FM assistive-listening devices are available or an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

City Council meetings and work sessions are broadcast live on the City's Web site. In addition to the live broadcasts, an indexed archive of past City Council webcasts is also available. To access past and present meeting webcasts, locate the links at the bottom of the City's main Web page ([www.eugene-or.gov](http://www.eugene-or.gov)).

El Consejo de la Ciudad de Eugene aprecia su interés en estos asuntos de la agenda. El sitio de la reunión tiene acceso para sillas de ruedas. Hay accesorios disponibles para personas con afecciones del oído, o se les puede proveer un interprete avisando con 48 horas de anticipación. También se provee el servicio de interpretes en idioma español avisando con 48 horas de anticipación. Para reservar estos servicios llame a la recepcionista al 541-682-5010. Todas las reuniones del consejo estan gravados en vivo en Metro Television, canal 21 de Comcast y despues en la semana se pasan de nuevo.

**For more information, contact the Council Coordinator at 541-682-5010,**

# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




---

### Work Session: Cell Towers

---

Meeting Date: November 9, 2015  
 Department: Planning and Development  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: A  
 Staff Contact: Steve Nystrom  
 Contact Telephone Number: 541-682-8385

---

#### **ISSUE STATEMENT**

This work session is an opportunity for the City Council to discuss a memo from the City Attorney's office concerning cell tower regulations.

#### **BACKGROUND**

This item is a follow-up to the work session the council previously held to discuss cell towers. That work session focused on the City's regulations, federal telecommunications standards and regulations of other select cities. At the conclusion of that work session, the council asked whether there was anything more the City could do, particularly within residential areas. The City Attorney offered to discuss this matter with the City's telecommunications consultant in Washington D.C. Based on his feedback, the City Attorney's office provided additional research and prepared a memo discussing those findings. Planning staff and legal counsel will be available at the work session to discuss this memo further.

While Eugene's ordinance has generally achieved the primary goal of minimizing the construction of new towers on residential lands (none built to date), there has been more recent interest from a couple of cell providers to locate a few towers in residential areas. As staff understands it, the cell providers have established the majority of their cell tower networks. However, a few pockets of poor service remain. It is this circumstance that has prompted the council to discuss whether there is more the City can do to regulate new towers in residential areas (primarily the R-1, Low-Density Residential zone).

As was discussed at the previous work session, the Federal Telecommunications Act stipulates the extent to which a local government may regulate telecommunication facilities. One of the key provisions of this federal act states that local government regulations may not prohibit, or "have the effect of prohibiting," the provision of personal wireless services. The City was successful in prohibiting cell towers in all residential zones except R-1 when it first adopted its ordinance. Given that the R-1 zoning district comprises the majority of land in the City, it was not legally possible to prohibit new towers in this zone as well.

Given these circumstances, the City Attorney's memo attempts to identify other possible actions

the City could consider. These suggestions generally include measures requiring cell providers to provide further analysis and justification that a proposed tower is necessary in the R-1 zone, and that all reasonable design alternatives have been considered. The memo also discusses other efforts underway by staff to encourage the use of emerging technologies which could help reduce visual impacts to neighborhoods.

Staff would note that while there currently is no capacity to undertake a code amendment process at this time, the City has begun a process of identifying potential amendments such as this which can be prioritized by the council in the future, as staff resources become available.

**COUNCIL OPTIONS**

This matter is before the City Council as a discussion item. No action is required.

**CITY MANAGER'S RECOMMENDATION**

No recommendation is necessary as this is a discussion item.

**SUGGESTED MOTION**

None.

**ATTACHMENTS**

A. Memo from City Attorney

**FOR MORE INFORMATION**

Staff Contact: Steve Nystrom  
Telephone: 541-682-8385  
Staff Email: [steven.a.nystrom@ci.eugene.or.us](mailto:steven.a.nystrom@ci.eugene.or.us)



## Memorandum

**Date:** October 21, 2015

**To:** Mayor and City Council

**From:** Anne C. Davies

**Subject:** Cell Tower Update

In December of last year, staff provided council with a brief summary of the City's regulations related to siting cell towers. Staff outlined the limitations that federal law places on the City and what measures are embodied in the current Eugene Code that serve to protect residential neighborhoods from the impacts of cell towers. Councilor Taylor requested that staff outline measures that are not currently in the code that could be added to provide further protections. Interested citizens pointed to the City of Glendale in California for possible guidance.

As suggested in that December 8<sup>th</sup> work session, we contacted the City's consultant in Washington D.C. to inquire whether he was aware of any other local jurisdictions, nationwide, that had regulations that Eugene could adopt that would provide greater protections to residential neighborhoods. The consultant was not aware of any specific local governments that stood out, but commented that generally New York and California were viewed as the states with local governments that had the most protective regulations. We have also reviewed relevant code provisions from Palo Alto and Davis, California.

### Summary of Eugene's existing regulations

Before addressing the possible changes that might be made to Eugene's code, it is worth summarizing briefly the measures that Eugene already has in place to limit impacts from cell towers in residential areas. The Eugene Code currently creates a preference for collocation. Collocation on existing buildings, structures and utilities is favored over citing new cell towers in the code because collocations generally require less restrictive processes and approval criteria. In general, new towers are not allowed if cell service can be accommodated by collocation on existing towers. Where a new tower is necessary, the applicant must demonstrate that the new tower has the ability to accommodate future collocated antenna in order to minimize the need for additional towers.

The Eugene Code also has a strong preference for siting new towers in commercial and industrial zones over residential zones. New towers are not permitted at all in R-2, R-3 and R-4 zones. New towers are permitted outright in E-1, E-2, I-2 and I-3 zones, and are allowed in the R-1 zone with a conditional use permit. New towers are currently not allowed within 2,000 feet

Mayor and City Council

October 21, 2015

Page 2

of an existing tower. Further restrictions, including height limits, required buffering and camouflage, are intended to limit the adverse visual effects of cell towers.

As explained by staff, federal regulations do create some road blocks to the City's attempts to impose significant restrictions on the siting of new cell towers. Most importantly, under federal law, local regulations cannot have the effect of prohibiting the provision of wireless service. The City's current code addresses this federal prohibition – both the site review and conditional use permit criteria require an applicant that is proposing a new tower to demonstrate that collocation is impractical and fails to meet the needs of the service area before a new tower can be added.

### Summary of Glendale's provisions

The City of Glendale's code was mentioned as a potential good example to consider. In reviewing Glendale's recent code revisions, a few points stand out. Glendale sought to strengthen the application requirements and limit new towers as much as possible to those towers and the characteristics of towers that were required to fill a service gap. The following are some elements of Glendale's code that are not present in Eugene's code.

- 1) Stronger application requirements: In Glendale, an applicant proposing to site a new tower must identify the geographic service area for the subject installation, including a map showing all of the applicant's existing sites in the local service network associated with coverage gap that the proposed tower is meant to close. The application must describe how the proposal will close that service gap.
- 2) Least intrusive means: In Glendale, a proposed tower cannot be taller than is necessary to serve the gap. In other jurisdictions, an applicant must demonstrate that the proposed tower is necessary to fill a significant gap in coverage or capacity shortfall and is the "least intrusive means of doing so."
- 3) Maintenance and Monitoring Program: Glendale's monitoring program includes the ability to require maintenance of landscaping and other mitigation measures.
- 4) Alternative Designs: In Eugene, an applicant for a new tower must perform an alternative sites analysis to study alternative locations to ensure there are no other sites more suitable; *i.e.*, available sites with preferable zoning. In Glendale, the alternatives analysis does not only include alternative sites, it requires the applicant to demonstrate that it has considered alternative configurations (*i.e.*, system and tower designs) so that the proposed tower is the least intrusive possible.

### Possible revisions to strengthen Eugene's wireless regulation

- 1) Towers in residential zones: New towers are allowed in the R-1, Low Density Residential zone under Eugene's code, although they are disfavored, as explained above. Davis, California prohibits new towers in residential zones. Given the amount of City land zoned R-1, if Eugene were to prohibit siting new towers in this zone, it would have to

Mayor and City Council

October 21, 2015

Page 3

provide a variance process to allow new towers where necessary to fill a significant gap in service.

- 2) Application requirements: Although an absolute prohibition in residential areas is not possible, the application requirements and approval criteria could be amended to clearly require a demonstration of a significant service gap and how the proposed tower is needed to fill that gap. However, it should be noted that the few recent proposals submitted for residential areas did demonstrate a significant gap in service. Therefore, it's not clear that such an amendment would affect future proposals in residential areas.
- 3) Alternatives analysis: Eugene could add a clearer requirement that the applicant include an alternative configuration analysis.
- 4) Tower Height: In Eugene's code, the height of a tower is merely limited to the maximum height allowed in the particular zone. Both Davis and Glendale require the tower to be no taller than is necessary to fill the service gap.

### Additional Measures

In addition to reviewing the telecommunication regulations of other cities, staff is currently exploring other emerging technologies which may help minimize the need for new towers in the future. "Small Cell" technologies is a newer strategy for accommodating ever increasing data demands. These facilities are much smaller in size and can be collocated on a variety of structures and utilities, with minimal visual impact. While small cell facilities don't completely replace the need for towers, they do help augment telecommunication services which can help minimize the need for future towers. Staff believes these new technologies offer a positive alternative to the typical antenna designs.

### Conclusion

Federal regulations do limit to some degree the steps local governments can take in prohibiting cell towers. However, technologies continue to improve – many carriers now prefer smaller equipment (small cells) that do not completely replace the need for towers, but that do provide an alternative for filling certain gaps in coverage. It is arguable that Eugene's code is adequate to address those changes in technology, but there may be updates and revisions that could be made to strengthen and make the code more clear.





# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




---

### Work Session: Economic Prosperity and Creative Industries Update

---

Meeting Date: November 9, 2015  
 Department: Library, Recreation & Cultural Services  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: B  
 Staff Contact: Tomi Anderson  
 Contact Telephone Number: 541-682-5700

---

#### ISSUE STATEMENT

To support council goals, the Executive Team has been developing a comprehensive economic prosperity strategy that includes a series of potential focus areas, including “Investment in Creative Industries.” The goal of this update is to brief the council on progress in accomplishing the goals of the 2007 Cultural Policy Review (CPR), an overview of current creative industry economic prosperity activity and tools, and an outline of potential creative industry support activities that could enhance economic prosperity and community livability.

#### BACKGROUND

The City Council authorized and funded a “Cultural Policy Review” in the spring of 2005, to review current conditions, services and gaps in the cultural sector, identify goals and strategies to strengthen that sector, and provide options to assist the City in defining its role in supporting arts and culture in Eugene. This process and subsequent plan was adopted by the council in July of 2007.

In spring of 2015, the Cultural Services Division, in partnership with the University of Oregon’s Arts Administration program, completed a final inventory of success and ongoing needs of the CPR which is attached. While the City and its partners have been very successful implementing the recommendations of the CPR, there are still many opportunities for enhancing cultural vitality and economic prosperity using cultural assets and resources. Many of the recommendations dovetail with the council’s interest in *Investing in Creative Industries*, one of the 13 areas of focus (i.e. “the Baker’s Dozen”) the council favorably reviewed as means to encouraging economic prosperity.

This discussion is about possible areas of focus and will highlight potential program or policy strategies that could enhance arts and culture in Eugene and also significantly impact economic prosperity. Some of these areas include efforts to:

- Attract, grow, and retain creative businesses/artisans.
- Establish Eugene as an “Event Friendly City” with coordinated services, permitting, and support.
- Continue to grow cultural tourism—including local events and festivals that attract visitors.

- Develop a comprehensive Placemaking program.
- Support creative industry/artist “business parks”/incubators/maker spaces.
- Develop local film/television industry programs and support.

### **RELATED CITY POLICIES**

This item relates to the following Council Goals:

*Accessible and Thriving Culture and Recreation*

*Sustainable Development*

*Effective, Accountable Municipal Government*

Supports the implementation of priority strategies identified in the Cultural Policy Review. Supports the “Energize a Creative Economy” strategy in the Regional Prosperity Economic Development Plan.

This item is supported by the following policies from the Eugene Downtown Plan:

- Build upon downtown’s role as the center for government, commerce, education and culture in the city and the region.
- Downtown development shall support the urban qualities of density, vitality, livability and diversity to create a downtown, urban environment.
- Enhance public places throughout downtown through the careful design of civic buildings, streetscapes, parks and plazas. Include public art and other elements to create special places for all ages.
- Connect special places downtown with enhanced street designs, public art, directional signs, transit routes and historic markers to create an inviting and memorable route through downtown.
- Provide and promote development and community events that reinforce downtown’s role as the cultural center for the city and region.
- Reinforce the creative, distinctive culture of downtown as the arts and entertainment center of the city.

### **COUNCIL OPTIONS**

No options are provided; this item is informational only.

### **CITY MANAGER’S RECOMMENDATION AND SUGGESTED MOTION**

No recommendation is suggested; this item is informational only.

### **ATTACHMENTS**

A. Cultural Policy Review Executive Summary, June 2007

B. Cultural Policy Review Report Card, November 2015

### **FOR MORE INFORMATION**

Staff Contact: Tomi Douglas Anderson

Telephone: 541-682-5700

Staff E-Mail: [tomi.d.anderson@ci.eugene.or.us](mailto:tomi.d.anderson@ci.eugene.or.us)



# Executive Summary

## Introduction

Eugene’s City Council authorized a “Cultural Policy Review” in the spring of 2005. The Eugene Budget Committee recommended funding for two years in support of the City Council Goal that promotes the Arts and Outdoors, which included the City Council's endorsement of branding Eugene as the “World's Greatest City of the Arts & Outdoors.” The City contracted with WolfBrown in June 2006 to conduct the year-long process. The purpose of the Review was to examine current conditions, services, and gaps in the cultural sector, to identify goals and strategies to strengthen that sector, and to provide options to assist the City in defining its role in support of Eugene’s arts and culture.

This Report provides details of that Review and offers a vision, goals and strategies, and an approach to implementation designed to enhance and strengthen the cultural sector. While the City is the recipient of this Report, many strategies can be implemented by other entities. For example, there may be public/private partnerships that involve the City or there may be efforts undertaken, individually or jointly, by cultural or civic organizations, artists, business or community groups, educational institutions, teachers, or many others. The City’s options are fully described in Parts IV and V of this report.

As part of this Review, the consultants have:

- Conducted a **cultural assessment** through over 50 confidential interviews and a dozen focus groups with representatives of all sectors of the community.
- Designed and conducted a **public process** of community meetings, attended by over 300 individuals.
- Conducted an **assessment of cultural facilities** including both an inventory of visual and performing arts spaces and on-site review of selected facilities.
- Implemented a “**cultural census**” survey of Eugene residents’ interests in and priorities for arts and culture that was completed by almost 2,500 individuals.

- Worked with a specially-appointed **Mayor’s Committee** that provided community perspectives and feedback.

This Review defines a “road map” for action for the next decade that reflects a vision for cultural development in the community at large. The consultants’ recommendations build on and synthesize community priorities and opportunities for action without being tactically proscriptive about how those priorities are implemented.

## **Overview of Eugene and the Region**

Eugene and the region are in the midst of a long, slow recovery from the impact of significant shifts in its economic base that began in the 1980s. The region has emerged from a difficult period with a more diversified economy than it has had in the past. Population has been growing, although more slowly since 2000. While Eugene is still predominantly white, there is small but growing Hispanic population. The presence of the University of Oregon has played a key role in the evolution of the City through its large student, faculty and staff population, its academic and cultural offerings, and its impact on the economy. In addition, the City’s geographic location, which allows it to serve as a retail and wholesale trade center for central and southern Oregon, contributes to its growth and vibrancy.

Eugene residents pride themselves on their independent inclinations, which have at times made collective decision-making a challenge. In general, community and philanthropic leadership tends to be “quiet,” which often means that leaders work behind the scenes rather than take high visibility positions. The level of community involvement is extraordinarily high. This was reflected during the Cultural Policy Review with over 300 people attending community meetings and almost 2,500 individuals completing the “cultural census” survey.

## **A Perspective on the Value of Arts and Culture**

There is an increasingly impressive body of research that highlights the impact of arts, culture, and creativity on the quality of life of a community. Cities large and small across the country are focusing on the ways in which arts and culture can enhance the quality of life. For example:

- National data<sup>1</sup> highlight that the nonprofit cultural sector alone contributes over \$166 billion annually and includes 5.7 million full-time equivalent jobs.
- Data show, for example, that the price of single family homes jumped 15 percent in a single year after an art museum opened in a depressed mill town in Massachusetts.<sup>2</sup>
- College Board research indicates that students who took four years of arts coursework outperformed their peers without that training by 58 points on the verbal portion and 38 points on the math portion of the SAT.<sup>3</sup>
- A recent initiative in the schools was designed “to improve student achievement by building connections between the arts and the core curriculum.” After only two years in operation, 2<sup>nd</sup> grade students scored significantly higher than their counterparts on all standardized tests.<sup>4</sup>

## Overview of Arts and Culture in Eugene

The range and diversity of arts and culture in Eugene is breath-taking – it includes the Oregon Country Fair, the Jordan Schnitzer Museum of Art, the Mayor’s Art Show, Art in the Vineyard, the Oregon Festival of American Music, the Oregon Bach Festival, as well as the other Resident Companies of the Hult Center and many, many others. The City boasts a mix of arts, culture, and entertainment that goes well beyond what one would expect in a city of 150,000 people. City government, having operated the Hult Center for 25 years, has played an important role in Eugene’s cultural sector. But while the Hult has added much to the City, it has also absorbed virtually all City cultural support, making it harder to address other community concerns relative to arts and culture.

Indeed, many of the issues addressed in the valuable “ArtsPlan” of the mid-1990s remain as challenges to the cultural sector today. Most notably, cultural organizations (in common with their colleagues nation-wide) struggle to identify sources of earned and contributed revenue from a limited base of residents and visitors. With some exceptions, these organizations are under-capitalized with limited paid professional staff. But the challenges extend beyond individual organizations to the sector as a whole. As much as Eugene’s cultural organizations

---

<sup>1</sup> Americans for the Arts, Arts & Economic Prosperity III, June, 2007 (<http://artsusa.org>)

<sup>2</sup> Opinion Journal, “What MassMOCA has Wrought” July 7, 2004.

<sup>3</sup> The College Board, “2005 College-Bound Seniors: Total Group Profile Report” 2005

<sup>4</sup> Maricopa Regional Arts and Culture Task Force, “Vibrant Culture – Thriving Economy” 2004.

contribute to the City's quality of life, that contribution remains constrained because of the lack of the necessary "connective tissue," the infrastructure that coordinates communication, collaboration, and joint action within the cultural sector and between the sector and other aspects of the City. This problem is exacerbated by the general lack of awareness of the value of arts and culture.

It is important to note that Eugene's focus on combining its unique cultural and outdoor attributes (an aspiration articulated in the City's slogan) provides important opportunities for developing more effective partnerships between these two important sectors in order to better position the City to attract visitors.

## **Key Findings**

The consultants identified a number of core issue areas and those have been refined over the course of the Review. Key findings in five issue areas are summarized below, with additional detail provided in Part II of the report.

### **Leadership and Resources**

Cultural leadership in Eugene has been strong but it is difficult to find new, younger individuals to assume leadership roles. This is a national problem but is especially pressing here. It is complicated by the lack of an effective, city-wide local arts agency, an entity that is responsible for facilitating initiatives and coordinating collaborations within the cultural sector as well as being "at the table" for key community processes. Such an entity is often central to building community leadership for arts and culture.

Eugene's "cultural ecology" has been driven in large part by the Hult Center which has made many positive contributions to the community. However the Hult's current operating model is problematic and until this problem (which has existed since at least 1996) is resolved, it will serve as a brake on the sector, preventing it from reaching its full potential. City of Eugene staff capacity is narrowly focused on the Hult Center and does not address community-wide cultural issues

Fund raising in the private sector is challenging and competition among nonprofit organizations in various sectors has become more intense over the last decade. There is, however, some potential for growth in funding for arts and culture, especially if cultural initiatives are coupled with other community priorities, such as downtown development or improved education.



## **Education and Lifelong Learning**

As Eugene's public schools have had to cut back on arts education programs, cultural organizations have moved to fill the gap by providing extensive arts learning programming. However organizations' initiatives are not coordinated and that makes it considerably harder for educators to navigate among the various offerings. This problem is made more complicated because there is a general lack of understanding of the value of arts learning as a basic skill and as a way to enhance learning in all curricular areas. Lane Community College's integrative arts learning initiative has begun to address this.

The University of Oregon and Lane Community College have a vibrant mix of cultural facilities and active programs in the arts and they play an important role in the cultural life of the community. However, there is little coordination between these cultural initiatives and those of the non-academic cultural organizations so that possible synergies and community benefits are less likely to be fully realized.

## **Cultural Organizations and Artists**

Eugene's professionally managed and volunteer-driven cultural organizations are capable of producing high quality art, as are its professional and avocational performing and visual artists. However, these groups are subject to the same pressures such organizations face across the nation and achieving economic stability for both organizations and artists is difficult. The great majority of nonprofit cultural groups have small or mid-sized budgets and all of them, even those with large budgets (over \$1 million) are under-capitalized. This means that they are fragile administratively and less able to address long- and short-term issues.

Available performance and exhibition spaces are generally adequate but would benefit from improved maintenance and upgrades. In general, however, few facilities have the full mix of needed spaces for productions or exhibitions and support spaces for rehearsal, set or exhibit construction, and dressing rooms are problematic.

Artists and cultural organizations share a need for professional development. Organizations are concerned about capacity building relative to fund raising in general and board development in particular. While funders expressed concern about duplication and a lack of collaboration among cultural groups, there is some evidence that such efforts are underway. One problem is that there is no organization or other mechanism to facilitate collaborations and joint initiatives among cultural organizations in Eugene and the groups do not have the capacity to do it on their own.

## **Audiences and Participation**

Overall, the cultural census survey results are consistent with national trends that point to increased involvement and interest in more active forms of cultural participation, as well as arts experiences that serve to advance social needs, like spending more time with friends and family. Increasingly, informal venues such as the home, community centers, and places of worship, are playing an important role as a setting for arts and culture. This means that cultural groups must become more flexible in program design and communication to respond to these shifts.

Communication about arts and cultural activities and events is fragmented, both for residents and for visitors. There is no central source – either on-line or in print – for sharing information about the sector and its activities. This is a significant hindrance to building new local and tourist audiences and encouraging low-frequency attendees to increase their participation.

## **Downtown and the Built Environment**

The downtown is positioned to employ arts and culture to play an important role as a catalyst for its on-going revitalization. There are many major cultural assets located downtown, including the Hult Center, the new main branch of the Eugene Public Library, DIVA, the WOW Hall, the Shedd Institute, and an informal “gallery district,” as well as a “First Friday” art walk. But for arts and culture to play a more effective role, arts groups will need to be more actively engaged as part of a much larger revitalization initiative, one that includes a strong downtown residential component. Planning and development efforts require cultural sector representation from their inception.

Public art, much of it downtown but also in neighborhoods, can play a role in this revitalization as well as illustrate Eugene’s commitment to art and the outdoors. Architectural design, effective signage, and more appealing streetscapes and street furniture will also work to enhance the downtown’s appeal and to highlight the value Eugene places on arts and culture.

## **A Vision for Cultural Development in Eugene**

Participants in the Cultural Policy Review shared their ideas for a vision of Eugene and its arts and cultural landscape for the year 2017. A summary of that vision is presented on the following page.

*“Eugene in 2017 is a nationally renowned center of creativity in general and the arts in particular. Eugene is acknowledged as a leader in cultural opportunities that engage residents and draw visitors. The cultural sector is a source of community pride and its impact is central to the livability and economic vitality of the City. Eugene’s downtown is alive with an appealing mix of creative experiences for people of all ages. The Hult Center, its Resident Companies, and a thriving gallery district provide a downtown anchor for cultural programming. Its schools use the arts effectively for their expressive value and as a powerful tool in teaching and learning. Arts learning is a lifelong pursuit through programs for all ages. The cultural assets of the University of Oregon and Lane Community College are part of the powerful mix that builds the identity of Eugene as a center for the arts. City officials, leaders of public and higher education, the business sector, and arts and culture work together to support Eugene’s cultural sector to enhance Eugene’s livability and the civic pride of its residents.”*

## Goals and Strategies

Five goals and sixteen strategies have been defined to strengthen and enhance Eugene’s cultural sector so that it can contribute even more to the future vitality of the City. These goals and strategies are described in detail in the body of the Report, which also includes discussions of possible tactics, identification of potential roles for the City of Eugene and other entities, and a description of each strategy’s priority.

### *Goal I*

#### **To strengthen public and private sector engagement, leadership, and funding for arts and culture in Eugene.**

- **Strategy I.1:** Establish an “Alliance” for arts and culture that will coordinate and strengthen the efforts of the public, private, and nonprofit cultural sectors and foster high-level civic leadership in support of arts and culture.
- **Strategy I.2:** Define a broader role for the City of Eugene relative to arts and culture and provide the necessary staff and budgetary support.
- **Strategy I.3:** Establish and fund a dedicated endowment or trust for Eugene’s cultural organizations to increase public and private sector financial support for arts and culture.

- **Strategy I.4:** Conduct a thorough review of Hult Center operations to develop, if necessary, a new mission and implement a new operating model that will support that mission in a long-term, financially sustainable way.

***Goal II***

**To provide comprehensive arts learning experiences for Eugene’s children, youth, and adults.**

- **Strategy II.1:** Create mechanisms to deliver more comprehensive and coordinated arts learning for Eugene children and youth through K-12 schooling and extracurricular opportunities.
- **Strategy II.2:** Enrich the range of and access to arts and cultural learning opportunities for teens and adults.
- **Strategy II.3:** Build more effective ties between Eugene’s institutions of higher learning, the City, and cultural organizations and audiences.

***Goal III***

**To build participation in and audiences for arts and culture in Eugene.**

- **Strategy III.1:** Develop a comprehensive communication mechanism to provide information about Eugene’s arts and culture to residents and visitors.
- **Strategy III.2:** Implement a coordinated awareness campaign to highlight the value and strength of Eugene’s arts and culture.
- **Strategy III.3:** Build existing audiences and develop new ones for arts and culture.

***Goal IV***

**To strengthen the ability of cultural organizations and artists to serve the community.**

- **Strategy IV.1:** Build the capacity of Eugene’s artists and cultural organizations through coordinated programs of professional development.
- **Strategy IV.2:** Assist cultural organizations to develop initiatives that respond to trends in cultural programming.

***Goal V***

**To integrate arts and culture into the fabric of downtown Eugene and other neighborhoods as part of a comprehensive strategy of revitalization.**

- **Strategy V.1:** Integrate arts and culture into planning and development activities in Eugene’s downtown.
- **Strategy V.2:** Establish approaches to cultural development in the downtown that dovetail with community priorities.
- **Strategy V.3:** Enhance Eugene’s physical environment through public art in downtown and throughout the City.
- **Strategy V.4:** Enhance Eugene’s urban environment through the use of architecture and streetscape design, signage, public spaces, and other amenities.

**Initial Next Steps**

Once the Report has been presented to City Council, the task of implementation will begin. The consultants propose a “Cultural Policy Review Implementation Task Force” made up of six community leaders (representing business, cultural organizations, and higher education) and reporting to the Executive Director of the City’s Library Recreation and Cultural Services Department. This group would meet frequently to set priorities and make sure that a few, carefully selected initiatives are moving forward. It would present annual reports to the community to detail outcomes and progress. As the proposed Alliance takes shape, this Task Force can become the nucleus of its governing body. Responsibility for coordination and review of implementation would then fall to a sub-committee of the Alliance’s board. Additional details are provided in Part V of the Report.

**Conclusion**

This planning process has been remarkably participatory. No other community in which the consultants have worked, no matter how large it is, has shown the degree of diligence and passion evidenced by Eugene residents and in particular the members of the Mayor’s Committee. Planning is not an easy process. It requires attention to various viewpoints and overlapping perspectives and often puts existing systems and structures into the spotlight. The willingness of all parties involved to

look carefully at issues both large and small has led to the development of a road map that has the engagement and input of a broad cross-section of the community.

Not everyone – perhaps no one – will agree with *everything* in this document. But most participants will find some reflection of the comments that they made at various stages in the Cultural Policy Review. That is what makes this document powerful – its organic growth from the comments of hundreds, and ultimately thousands, of individuals. The consultants believe that the months of review and passionate debate have made this a stronger document that can serve as the first step on a journey to an even more vibrant and exciting cultural sector in Eugene.

**ATTACHMENT B**

**Goal I – Strengthen public and private sector engagement, leadership, and funding for arts and culture in Eugene.**

**Strategy I.1** – Establish an “Alliance” for arts and culture that will coordinate and strengthen the efforts of the public, private, and nonprofit cultural sectors and foster high-level civic leadership in support of arts and culture. Priority Level 1.

CITY & EXTERNAL INPUT	CITY OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> <li>1. \$15,000-\$50,000 from City Chamber of Commerce</li> <li>2. Business Organizations</li> <li>3. Cultural Organizations</li> <li>4. Civic Organizations</li> <li>5. Cultural Services staff</li> </ol>	<ol style="list-style-type: none"> <li>1. City convenes implementation taskforce</li> </ol>	<ol style="list-style-type: none"> <li>1. An organization that is a leader in building relationships between public, private, &amp; nonprofit sectors to strengthen arts &amp; culture sector &amp; whole community.</li> <li>2. Foster connections, dialogue, &amp; planning among sectors.</li> <li>3. Provide services to cultural sector.</li> <li>4. Provide services to build capacity of neighborhood groups &amp; artists.</li> <li>5. Serve as “fiscal agent” so individuals &amp; groups can manage short-term project w/out incorporating as nonprofits.</li> <li>6. Highlight &amp; celebrate value &amp; accomplishments of Eugene’s cultural sector.</li> <li>7. Undertake fund-raising initiatives in support of cultural sector.</li> </ol>	<ul style="list-style-type: none"> <li>• ABAE was created as a 501(c)3 and one of its major strengths and unique attributes is the diverse coalition that founded it. The coalition, consisting of UO, the City of Eugene, Chamber of Commerce, Lane Community College and Travel Lane County, continue to have representatives of their respective organizations on the Board. ABAE was created based upon the model best suited for the community.</li> <li>• BRAVA Breakfast, Eugene-a-go-go.</li> <li>• ABAE partner with City of Eugene and Travel Lane County to develop a downtown lighting program/wayfinding assets.</li> <li>• ABAE continues to work towards developing more partnerships with businesses and the arts.</li> <li>• The goals of developing strong leadership in Eugene’s nonprofit sector and a younger audiences are unmet needs.</li> </ul>

**Strategy I.2** – Define a broader role for the City of Eugene relative to arts and culture and provide the necessary staff and budgetary support. Priority Level 1.

CITY & INTERNAL INPUT	CITY OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> <li>1. City personnel</li> <li>2. \$60,000-\$100,000 annually for additional staff positions</li> </ol>	<ol style="list-style-type: none"> <li>1. Review staff positions within the Cultural Services Division</li> <li>2. Implement change as needed</li> </ol>	<ol style="list-style-type: none"> <li>1. Extend the role of Cultural Services beyond that of venue management into the greater community.</li> <li>2. Cultural Services facilitates, coordinates, &amp; implements arts and culture projects.</li> </ol>	<ul style="list-style-type: none"> <li>• This strategy was implemented. Cultural Services was reorganized internally and more capacity was built for more community based programming.</li> </ul>

**Strategy I.3** – Establish and fund a dedicated endowment or trust for Eugene’s cultural organizations to increase public and private sector financial support for arts and culture. Priority Level 1.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? NO
<ol style="list-style-type: none"> <li>1. \$100,000 annually for ten years from the City</li> <li>2. Cultural organizations</li> <li>3. Oregon Community Foundation</li> <li>4. Oregon Cultural Trust</li> <li>5. Private sector businesses</li> <li>6. Philanthropists</li> </ol>	<ol style="list-style-type: none"> <li>1. Fund raising</li> <li>2. Annual challenge match for ten years on behalf of City</li> <li>3. Consideration of possible new revenue mechanisms</li> <li>4. Reallocate portion of Transient Room Tax to contribute to endowment</li> </ol>	<ol style="list-style-type: none"> <li>1. \$10,000,000 Endowment for arts and culture in Eugene.</li> <li>2. Relieve financial strain on Eugene’s arts and culture organizations.</li> <li>3. Provide operating support</li> <li>4. Support broad, decentralized, diverse programming.</li> <li>5. Ongoing fundraising initiatives.</li> </ol>	<ul style="list-style-type: none"> <li>• This strategy was not pursued because the founding of ABAE was considered the greater priority.</li> <li>• The Loan Fund to be established under a partnership of ABAE and the City of Eugene is the means to address funding to move the arts forward. The City will administer the Fund and ABAE will conduct the evaluation process of identifying appropriate projects to receive funding.</li> </ul>

**Strategy I.4** – Conduct a thorough review of Hult Center operations to develop, if necessary, a new mission and implement a new operating model that will support that mission in a long-term, financially sustainable way. Priority Level 1.

CITY & EXTERNAL INPUT	CITY OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> <li>1. \$40,000 - \$60,000 from the City for study</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement a review process of Hult Center operations</li> <li>2. Implement a decision-making process of Hult Center operations</li> <li>3. Identify solutions</li> <li>4. Make changes as necessary</li> </ol>	<ol style="list-style-type: none"> <li>1. Address persistent financial issues of Hult Center.</li> <li>2. Create financial stability and long-term viability of both the Hult and Cuthbert.</li> </ol>	<ul style="list-style-type: none"> <li>• This strategy was implemented through an external consultant review and a financial/revenue audit by the CS Director in January of 2014.</li> <li>• The Hult Center and Cuthbert Amphitheater are both financially stable and viable into the future after streamlining operations and reorganizing during the economic downturn of 2008-2013.</li> <li>• The Hult Center has reengaged in presenting programming to support Hult Center operations and community arts goals.</li> <li>• The Cuthbert Amphitheater is currently under management by Kesey Productions and is producing above revenue targets as well as providing a good partnership for the City in producing low cost summer concerts and events.</li> </ul>



## Goal II – Provide comprehensive arts learning experiences for Eugene’s children, youth, and adults.

**Strategy II.1** – Create mechanisms to deliver more comprehensive and coordinated arts learning for Eugene children and youth through K-12 schooling and extracurricular opportunities. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, VIA PARTNERS
<ul style="list-style-type: none"> <li>• Lane Arts Council</li> <li>• Public school districts</li> <li>• Lane Community College</li> <li>• Cultural organizations</li> <li>• City representation</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural organizations provide in-school and after-school programs for K-12</li> <li>• Create entity that is a “match-maker”/consortium for schools and artists/arts organizations</li> <li>• Encourage school districts to participate</li> </ul>	<ul style="list-style-type: none"> <li>• Increase access to the arts in public schools.</li> <li>• Increase coordination between arts organizations and schools.</li> <li>• Decrease overlap and lack of communication between arts and culture entities and schools.</li> <li>• Provide opportunities that are effective.</li> <li>• Consortium housed at Lane Arts Council.</li> <li>• Advocate for arts in education.</li> <li>• Increase financial support for arts education in public schools.</li> </ul>	<p>Lane Arts Council has served as the primary arts education program partner for the City of Eugene and since the completion of the CPR has:</p> <ul style="list-style-type: none"> <li>• Realigned community arts grant programs funded by COE to ensure arts education goals are being addressed.</li> <li>• Become primary Arts Education provider for ArtCore: An immersive studio-to-school arts integration project through the U.S. Department of Education, Arts in Education Model Development &amp; Dissemination Grant and the Oregon Community Foundation.</li> <li>• Contracted with 4J BEST Afterschool Program to provide STEAM based education to elementary and middle school students including teacher training and artist residencies.</li> <li>• Created the Culture and Education Alliance (an ongoing arts education organizational consortium of local thought leaders).</li> <li>• With support from LaneESD, created <a href="http://www.lanecea.org">www.lanecea.org</a>, which lists arts/culture resources for schools and organizations around Lane County.</li> </ul>

**Strategy II.2 – Enrich the range of and access to arts and cultural learning opportunities for teens and adults. Priority Level 2.**

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> <li>1. Arts and cultural organizations</li> <li>2. Lane Arts Council</li> <li>3. Lane Community College</li> <li>4. University of Oregon</li> <li>5. Public school administrators</li> <li>6. Public school teachers</li> <li>7. City Recreation Services</li> </ol>	<ol style="list-style-type: none"> <li>1. City reexamination of existing programming in recreation centers</li> <li>2. City reexamination of existing programming in the Library</li> <li>3. Reconfiguration of existing programming staff in Community Events</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer an enriched range of learning opportunities to include education, athletic, and remedial tutoring.</li> <li>2. Opportunities are accessible for these age groups in regards to place.</li> <li>3. Relationships built between religious &amp; social providers &amp; arts and culture organizations.</li> <li>4. Greater clarity on what university &amp; college classes, programs, and lectures are open &amp; available to general population.</li> </ol>	<ul style="list-style-type: none"> <li>• A comprehensive variety of arts and cultural learning opportunities are now available through programs offered by the Library, Recreation, and Cultural Services Division. LRCS has identified that more effective communications and marketing of existing programs is an effective way to increase participation and has invested in marketing team resources in LRCS.</li> <li>• Through Lane Arts Council, provide funding for arts programs that serve underserved communities.</li> </ul>

**Strategy II.3 – Build more effective ties between Eugene’s institutions of higher learning, the City, and cultural organizations and audiences. Priority Level 3.**

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> <li>1. City staff</li> <li>2. University of Oregon</li> <li>3. Lane Community College</li> <li>4. Northwest Christian College</li> <li>5. Cultural organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. Initial convening of ad hoc committee of input leaders by the City</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing high-level participation.</li> <li>2. Improved communications between partners.</li> <li>3. Placement of appropriate, current, or new college and university cultural programs downtown.</li> <li>4. Increased visibility &amp; access for audiences.</li> <li>5. Location of future college or university cultural facilities downtown.</li> <li>6. Better communication about which campus events are open to public.</li> </ol>	<ul style="list-style-type: none"> <li>• ABAE serves as a “super committee” of engaged UO/City/cultural community.</li> <li>• COE Cultural Services staff regularly speak on panels and lecture at the U of O AAD program and others.</li> <li>• Interns from the U of O are now a key part of our cultural services team.</li> <li>• The expansion and support of the (sub)Urban Projections – the digital art and media festival produced by Cultural Services and the U of O and local artists/academics is a strong partnership that is growing and evolving.</li> <li>• AAD Prof Proj from 2014 – integrated learning from that project into planning.</li> <li>• COE and U of O developed a partnership to bring the Product Development Lab to downtown in 2015.</li> </ul>

### Goal III – Build participation in and audiences for arts and culture in Eugene.

**Strategy III.1** – Develop a comprehensive communication mechanism to provide information about Eugene’s arts and culture to residents and visitors. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> <li>1. City staff</li> <li>2. Cultural organizations</li> <li>3. CVALCO (?)</li> <li>4. Business Leaders</li> <li>5. Business Community</li> </ol>	<ol style="list-style-type: none"> <li>1. Initial convening by City</li> <li>2. List City events</li> <li>3. Create communication mechanism to consolidate organizations’ efforts &amp; ease of finding information</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduce barriers to participation.</li> <li>2. Increased cultural participation.</li> <li>3. Current &amp; complete. information listed on website</li> <li>4. Scheduling conflicts are reduced.</li> </ol>	<ul style="list-style-type: none"> <li>• Eugene A Go Go is the key outcome of this strategy – an arts website with comprehensive info on all arts/culture events in the area.</li> <li>• While this was not originally intended to be an initiative of ABAE per the Cultural Policy Review, it was found to be an opportunity for the organization and has been successfully implemented by it.</li> <li>• LRCS developed a shared marketing team and added resources to help promote cultural services events and recreation programs to a wider audience.</li> </ul>

**Strategy III.2** – Implement a coordinated awareness campaign to highlight the value and strength of Eugene’s arts and culture. Priority Level 1.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> <li>1. City staff</li> <li>2. Cultural organizations</li> <li>3. ABAE</li> <li>4. CVALCO</li> <li>5. Chamber of Commerce</li> <li>6. Lane Arts Council</li> <li>7. Civic organizations</li> <li>8. University of Oregon</li> <li>9. Lane Community College</li> <li>10. \$50,000 from City budget for marketing</li> </ol>	<ol style="list-style-type: none"> <li>1. City coordination of awareness campaign</li> <li>2. Collaboration with partners</li> <li>3. Arts summit of community &amp; cultural leaders about role of arts and culture in economic development</li> <li>4. Coordination of offering “cultural sampler” at meetings of civic &amp; religious organizations</li> <li>5. Build relationships with local media</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased awareness of wealth and value of arts and culture offerings in Eugene.</li> <li>2. Increased awareness of how the arts and culture sector affects the rest of the economy and quality of life.</li> <li>3. Business round-table breakfast sessions are held regularly</li> <li>4. Lecture series of artists discussing their work &amp; engage in dialogue.</li> <li>5. Organic creation of Eugene Brand is supported.</li> </ol>	<ul style="list-style-type: none"> <li>• This strategy has been successfully implemented through a number of programs sponsored by the City and ABAE. They are Arts After Hours, ALES, ABAE Meet ups, and Bi-annual BRAVA Breakfasts.</li> <li>• The City Council has participated in annual work sessions.</li> <li>• ABAE conducted an Arts and Economic Prosperity study to demonstrate the impact of the arts on Eugene’s economy. This study illuminated the large economic and workforce value of the arts sector in Eugene. (1700 jobs and over 46m per year in economic impact!).</li> </ul>

**Strategy III.3 – Build existing audiences and develop new ones for arts and culture. Priority Level 2.**

<b>CITY &amp; EXTERNAL INPUT</b>	<b>CITY &amp; EXTERNAL OUTPUT</b>	<b>INTENDED OUTCOMES</b>	<b>ACHIEVED? YES, ONGOING</b>
<ol style="list-style-type: none"> <li>1. City staff</li> <li>2. ABAE</li> <li>3. CVALCO</li> <li>4. Businesses</li> <li>5. Hospitality Industry</li> <li>6. Cultural organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. Represent underserved audiences on planning committees</li> <li>2. Cultural organizations &amp; private sector build participation through joint initiatives</li> <li>3. Attract tourists through joint initiatives of arts organizations &amp; tourism</li> <li>4. Inform national agencies about tourism activities</li> <li>5. Reduce participation barriers</li> <li>6. Develop joint advertising &amp; promotions</li> <li>7. Expand programming into late spring &amp; early fall</li> <li>8. Create discounted or free tickets/ticket incentives (passport)</li> <li>9. Promote and highlight social aspect of cultural participation</li> <li>10. Enhanced arts education opportunities for young people</li> <li>11. Engage young adults under 30 &amp; minorities</li> <li>12. Create advisory committees for arts organizations to craft programming</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased participation by visitors &amp; tourists.</li> <li>2. Increased festival &amp; outdoor event attendance.</li> <li>3. Increased attendance by targeted audience segments.</li> </ol>	<ul style="list-style-type: none"> <li>• Eugene-a-go-go has contributed to building and developing audiences.</li> <li>• Cultural evaluate and revamped Summer in the City/Community events to reach new audiences.</li> <li>• COE sponsors the free Eugene Symphony outdoor concert every summer.</li> <li>• Development and support of (sub)Urban Projections and the digital art community in general has expanded audiences for arts events and has spawned a festival that could attract cultural tourists.</li> <li>• The Hult Center has sponsored after show events, dance parties, and “pop up” events that have broadened arts audiences for our Resident Companies.</li> <li>• More partnerships have been created because of new programming at the Hult and throughout Cultural Services and work being done to implement this strategy.</li> <li>• Programming events outside the Hult and those programs planned for the coming year (pARTy on the Plaza) and activation of the Hult Center in more dynamic ways.</li> </ul>

## Goal IV – Strengthen the ability of cultural organizations and artists to serve the community.

**Strategy IV.1** – Build the capacity of Eugene’s artists and cultural organizations through coordinated programs of professional development. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> <li>1. ABAE</li> <li>2. University of Oregon</li> <li>3. Lane Community College</li> <li>4. DIVA</li> <li>5. Maude Kerns</li> <li>6. Cultural organizations</li> <li>7. Technical assistance providers</li> <li>8. Business leaders</li> <li>9. \$10,000 - \$25,000 for initial coordination</li> </ol>	<ol style="list-style-type: none"> <li>1. ABAE facilitates</li> <li>2. City coordinates partners and gather information</li> <li>3. Provide professional training for individual artists to enhance business skills</li> <li>4. Create opportunities to provide peer-to-peer information</li> <li>5. Provide training &amp; professional development for volunteers, professional staff, &amp; board members</li> <li>6. Centralize information source for trainings locally, regionally, &amp; nationally</li> <li>7. Bring outside world of professional advancement training to Eugene</li> <li>8. Organizations collaboratively research information</li> <li>9. Provide all levels of training</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance careers &amp; quality of life of artists in all disciplines.</li> <li>2. Strengthen economic contribution of organizations &amp; arts &amp; culture sector.</li> <li>3. Enhance community quality of life through vibrant arts and culture sector.</li> </ol>	<ul style="list-style-type: none"> <li>• Eugene-ago-go has benefited the coordinating process and awareness of overlaps between organizations in programming and/or scheduling.</li> <li>• Lane Arts Council provides professional development opportunities through professional development workshops sponsored by Cultural Services.</li> <li>• Chamber of Commerce provides a Young Leaders program to develop young leaders, but more is to be done to address this need.</li> <li>• ALES (Arts Leaders of Eugene and Springfield) is a new partnership with the Oregon Community Foundation and Lane Arts Council to offer networking/community building events for local arts administrators.</li> </ul>

**Strategy IV.2 – Assist cultural organizations to develop initiatives that respond to trends in cultural programming. Priority Level 3.**

<b>CITY &amp; EXTERNAL INPUT</b>	<b>CITY &amp; EXTERNAL OUTPUT</b>	<b>INTENDED OUTCOMES</b>	<b>ACHIEVED? YES</b>
<ol style="list-style-type: none"> <li>1. City staff</li> <li>2. Cultural organizations</li> <li>3. Artists</li> <li>4. Representatives of business sector</li> </ol>	<ol style="list-style-type: none"> <li>1. City participates in initiatives as appropriate</li> <li>2. Program according to trends, including interest in global cultural expressions/more culturally diverse, inclusive programming</li> <li>3. Program for activities incorporating arts &amp; outdoors</li> <li>4. Create programs partnering arts with businesses to benefit business community</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased attendance &amp; participation.</li> <li>2. Add value to the arts and culture experiences through social engagement.</li> <li>3. Diversify audiences.</li> <li>4. Develop brand for innovation.</li> </ol>	<ul style="list-style-type: none"> <li>• Programming has become more varied and accessible to a broader audience. Examples:</li> <li>• Eugene Symphony presents a free concert in the park every summer, resulting in a diversified audience.</li> <li>• Quixotic &amp; (sub)Urban Projections brings new audiences to Hult Center.</li> <li>• Added comedy programming at Hult Center.</li> <li>• Added speaker programming at Hult Center.</li> <li>• The Hult Center is working with Eugene Opera to develop a “chamber Opera” concept to allow them to produce new/premier programming affordably.</li> <li>• The Hult Center’s new Broadway presenter is bringing seven shows next year and is anticipating a record breaking season.</li> </ul>

**Goal V – Integrate arts and culture into the fabric of downtown Eugene and other neighborhoods as part of a comprehensive strategy of revitalization.**

**Strategy V.1 – Integrate arts and culture into planning and development activities in Eugene’s downtown. Priority Level 2.**

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> <li>1. Downtown Eugene, Inc.</li> <li>2. Cultural Services staff</li> <li>3. Chamber of Commerce</li> <li>4. ABAE</li> <li>5. Developers</li> <li>6. Cultural organizations</li> <li>7. Lane Community College</li> <li>8. University of Oregon</li> <li>9. \$1,000 - \$2,000 annually from City budget</li> </ol>	<ol style="list-style-type: none"> <li>1. Review planning bodies to ensure inclusion of representatives of arts and culture</li> <li>2. City is initial convener</li> <li>3. Create downtown advocacy group including arts and culture sector leaders</li> <li>4. Develop more initiatives downtown that mix art and commerce as part of downtown plan</li> <li>5. Create creative, youth-oriented programming downtown</li> <li>6. Incorporate cultural programs from high-education into downtown programming</li> <li>7. Create incentives for developers to include cultural amenities</li> </ol>	<ol style="list-style-type: none"> <li>1. Inclusion of representatives of arts and culture in planning process.</li> <li>2. Increased vitality downtown.</li> <li>3. Arts and culture contribute to identity of Eugene.</li> <li>4. Sustainment of cultural activities downtown.</li> <li>5. Arts and culture is considered early in the planning processes.</li> <li>6. Art &amp; commerce initiatives occur year-round.</li> <li>7. Decreased numbers of youths loitering.</li> <li>8. Enriched programming.</li> <li>9. Increased residential development downtown.</li> <li>10. Downtown Advocacy Group evaluates plans &amp; provides developers with information pertinent for new construction or renovations.</li> </ol>	<ul style="list-style-type: none"> <li>• Artists and arts professionals participate in every planning initiative.</li> <li>• Community placemaking projects throughout downtown have been executed such as the commissioning of the painting of transportation boxes, portable restrooms, and solar parking meters as part of our public art program. In addition decorative bike racks at LCC, addition of the Blue Heron sculpture at UO’s University District; and new % for art pieces have been added to the collection.</li> <li>• A master artist was hired to consult on the arts and public art portion of the City Hall construction project.</li> <li>• Community events has developed a program of events that bring new folks downtown and encourage prosocial behaviors including Summer in the City programs, City Fashion Show; All Hallows Eugene (Halloween events and merchant activation downtown) , the annual Dodgeball downtown.</li> <li>• The Shedd Institute is thriving and has purchased a City lot for possible music school expansion.</li> <li>• Downtown activity.</li> <li>• Youth loitering is still unresolved.</li> </ul>

**Strategy V.2 – Establish approaches to cultural development in the downtown that dove tail with community priorities.**  
 Priority Level 3.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> <li>1. Cultural Services staff</li> <li>2. Cultural organizations</li> <li>3. Developers</li> <li>4. Representatives of community planning initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a Community Cultural Center downtown</li> <li>2. Dedicate areas for the visual arts</li> <li>3. Integrate cultural components into downtown capital projects</li> <li>4. Accommodate visitors in the downtown core through more hotel development</li> </ol>	<ol style="list-style-type: none"> <li>1. New developments, including hotels, offer cultural amenities open to greater public, increasing tourism &amp; cultural vitality.</li> <li>2. Address community needs through addressing community priorities.</li> </ol>	<ul style="list-style-type: none"> <li>• World Championships in Track &amp; Field will be held at UO in 2021. 2016 Olympic Trials will be held at UO, Cultural Services is overseeing the Strategic and Community Programs for TT16.</li> <li>• As a result, capacity for increased tourism is being developed and hotels are being planned.</li> <li>• Incubators RAIN, Code Chops, Eugene Mindworks and Eugene Makerspace have opened downtown. Public library is adding Maker Space as well to support innovation.</li> <li>• Continued in-kind support for Jacobs Gallery.</li> <li>• Development of mural project in partnership with the users (skaters/youth) at the WJ Skatepark.</li> <li>• Job creation and economic prosperity are increasing with the growing tech and gaming industries which have created over 400 new jobs downtown.</li> <li>• Arts and Culture organizations Bijoux and OCT have relocated or opened new venues downtown; Ballet Fantastique is expanding.</li> <li>• Saturday Market continues to grow.</li> <li>• Artist live/work spaces not yet developed community cultural center still not addressed/quantified but will be addressed via placemaking projects at the Hult and other cultural sites.</li> </ul>



**Strategy V.3 – Enhance Eugene’s physical environment through public art in downtown and throughout the City. Priority Level 3.**

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> <li>\$45,000 - \$65,000 to hire Public Art Manager</li> <li>\$30,000 - \$60,000 for Public Art Plan</li> <li>Artists</li> <li>Cultural organizations</li> <li>Businesses</li> <li>Neighborhood representatives</li> </ol>	<ol style="list-style-type: none"> <li>Hire Visual Arts Coordinator/Public Art Manager</li> <li>Continue Public Art Committee</li> <li>Develop a Public Art Plan</li> </ol>	<ol style="list-style-type: none"> <li>Downtown is enhanced through public art.</li> <li>Public art program is used as a means to include artists on design &amp; development teams.</li> <li>Inclusion of art in private development is encouraged and facilitated.</li> <li>Amenities with visual impact are integrated into large public art plan.</li> </ol>	<ol style="list-style-type: none"> <li>Yes. Public Arts Manager hired. Plan developed.</li> <li>NEA grant was acquired to develop Public Art Master Plan.</li> <li>Public Art Committee is very strong.</li> <li>Way-finding initiative is in the works.</li> <li>Public Art has been included in the design of the new City Hall.</li> <li>Placemaking Plan has been created.</li> <li>ABAE/City Loan Program can support public art initiatives.</li> </ol>

**Strategy V.4 – Enhance Eugene’s urban environment through the use of architecture and streetscape design, signage, public spaces, and other amenities. Priority Level 3.**

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? IN PROGRESS
<ol style="list-style-type: none"> <li>Cultural Services staff</li> <li>Cultural organizations</li> <li>University of Oregon</li> <li>CVALCO</li> <li>Chamber of Commerce</li> <li>DEI</li> </ol>	<ol style="list-style-type: none"> <li>Review signage codes</li> <li>Propose changes to signage codes</li> <li>Plan for comprehensive way-finding signage system</li> <li>Explore public-private partnership to implement</li> <li>New architecture is blended with new</li> <li>Park and plaza spaces are maximized visually and programmatically</li> </ol>	<ol style="list-style-type: none"> <li>Demonstrate how arts and culture are valued in Eugene.</li> </ol>	<ul style="list-style-type: none"> <li>The Way-finding and Placemaking Plans are demonstrative of concerted efforts to incorporate artists into planning processes.</li> <li>ABAE Cultural Development Committee includes city planners outside of Cultural Services to hear information from broader perspective and practice.</li> <li>Strong partnerships have developed between Cultural Services and COE Planning and Development to ensure that all opportunities to integrate arts and cultural values into planning processes are acknowledged and leveraged.</li> </ul>



# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




---

### Pledge of Allegiance to the Flag

---

Meeting Date: November 9, 2015  
 Department: Central Services  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: 1  
 Staff Contact: Kris Bloch  
 Contact Telephone Number: 541-682-8497

---

#### **ISSUE STATEMENT**

The Pledge of Allegiance to the Flag will be recited in observance of Veterans Day.

#### **BACKGROUND**

The City Council voted at its June 27, 2011, work session to begin formal council meetings with a voluntary recitation of the Pledge of Allegiance to the Flag at those meetings closest to the following holidays: Memorial Day, Veterans Day, Flag Day, and the Fourth of July. In addition, the council voted to begin a practice of reading from the Declaration of Independence and/or the Constitution of the United States at the beginning of its meeting closest to the Fourth of July.

According to the United States Code, Title 4 (U.S. Flag Code), the Pledge "...should be rendered by standing at attention and facing the flag with the right hand over the heart. When not in uniform, men should remove any non-religious headwear with their right hand and hold it at the left shoulder, the hand being over the heart. Persons in uniform should remain silent, face the flag, and render the military salute."

The Pledge is as follows: *"I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all."*

#### **CITY MANAGER'S RECOMMENDATION**

No recommendation is necessary.

#### **SUGGESTED MOTION**

No motion is necessary.

#### **FOR MORE INFORMATION**

Staff Contact: Kris Bloch  
 Telephone: 541-682-8497

Item 1.

Staff E-Mail: kris.d.bloch@ci.eugene.or.us

# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY



---

### Public Forum

---

Meeting Date: November 9, 2015  
Department: City Manager's Office  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: 2  
Staff Contact: Beth Forrest  
Contact Telephone Number: 541-682-5882

---

#### **ISSUE STATEMENT**

This segment allows citizens the opportunity to express opinions and provide information to the council. Testimony presented during the Public Forum should be on City-related issues and should not address items which have already been heard by a Hearings Official, or are on the present agenda as a public hearing item.

#### **SUGGESTED MOTION**

No action is required; this is an informational item only.

#### **FOR MORE INFORMATION**

Staff Contact: Beth Forrest  
Telephone: 541-682-5882  
Staff E-Mail: [beth.l.forrest@ci.eugene.or.us](mailto:beth.l.forrest@ci.eugene.or.us)



# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY



---

### Approval of City Council Minutes

---

Meeting Date: November 9, 2015  
Department: City Manager's Office  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: 3A  
Staff Contact: Kris Bloch  
Contact Telephone Number: 541-682-8497

---

#### **ISSUE STATEMENT**

This is a routine item to approve City Council minutes.

#### **SUGGESTED MOTION**

Move to approve the Minutes of October 21, 2015, Work Session, Minutes of October 26, 2015, Work Session and Meeting, and Minutes of October 28, 2015, Work Session.

#### **ATTACHMENTS**

- A. Minutes of October 21, 2015, Work Session
- B. Minutes of October 26, 2015, Work Session and Meeting
- C. Minutes of October 28, 2015, Work Session

#### **FOR MORE INFORMATION**

Staff Contact: Kris Bloch  
Telephone: 541-682-8497  
Staff E-Mail: [kris.d.bloch@ci.eugene.or.us](mailto:kris.d.bloch@ci.eugene.or.us)





## MINUTES

**Eugene City Council  
Harris Hall, 125 East 8<sup>th</sup> Avenue  
Eugene, Oregon 97401**

**October 21, 2015  
12:00 p.m.**

**Councilors Present:** George Brown, Betty Taylor, Alan Zelenka, George Poling, Mike Clark, Greg Evans, Claire Syrett, Chris Pryor

Mayor Piercy opened the October 21, 2015 city council work session.

**A. WORK SESSION: South Willamette Special Area Zone**

Planning Director Robin Hostick and Section Manager Terri Harding gave a PowerPoint presentation on the South Willamette Special Area Zone proposal and how it relates to Envision Eugene, citywide planning goals and directives, key elements of the proposal, and the Planning Commission process.

Council discussion:

- Appreciate all efforts by staff, Planning Commission, and public on this issue.
- Council should communicate clearly its intention to protect livability of neighborhoods.
- More time will be needed to consider all ideas and suggestions.
- Setbacks and building heights are important to consider for application across the city.
- Not seeking growth but growth will happen; this plan can help protect neighborhoods.
- Need to see a traffic impact and parking analysis for this area; affordability study needed.

MOTION AND VOTE: Councilor Clark, seconded by Councilor Brown, moved to direct the City Manager to:

- 1) Reschedule the public hearing on the South Willamette Special Area Zone to January 19, 2016.
- 2) Engage the affected neighbors and property owners and bring back revised zoning and plan amendments for public hearing on January 19th that will accomplish the following:
  - a) Does not change the plan designation or rezone any property currently zoned R-1 or immediately adjacent to a property zoned R-1, unless none of the adjacent properties have an existing single-family home or duplex and the owner agrees to the rezoning; b) ensures that use and development standards for all properties that are not zoned R-1 will protect R-1 property residents' livability, including: i) Protecting residents' visual privacy in their homes and backyards, especially from significant intrusion from occupants of structures that are two or more stories; and ii) protecting residents' from significant negative impacts from structures that block solar access or reasonable sight lines; and iii) protecting residents' from significant negative impacts arising from vehicle use and loading.
- 3) Follow the direction above with respect to all future planning and proposals for the new comprehensive plan, code and plan amendments on (previously identified by staff) transit corridors that may impact R-1 properties.

**PASSED 5:3**, councilors Zelenka, Syrett, and Pryor opposed.

Council discussion:

- Council needs to protect livability of people's homes and neighborhoods.
- Proposal is a fundamental baseline requirement that sets clear standard for all of Eugene.
- South Willamette Plan is better for newer development rather than in established areas.
- Process for disposition of motion is flawed; more staff input is needed on this issue
- Suggest postponing public hearing for more time.

Item 3.A.

The meeting adjourned at 1:24 p.m.

Respectfully submitted,

Chuck Crockett  
Deputy City Recorder

## MINUTES

Eugene City Council  
Harris Hall, 125 East 8<sup>th</sup> Avenue  
Eugene, Oregon 97401

October 26, 2015  
5:30 p.m.

**Councilors Present:** George Brown, Betty Taylor, Alan Zelenka, George Poling, Mike Clark, Greg Evans  
Claire Syrett, Chris Pryor

Mayor Piercy called the October 26, 2015, City Council Work Session to order.

**A. WORK SESSION: South Willamette Special Area Zone**

Planning Director Robin Hostick and Section Manager Terri Harding gave a PowerPoint presentation on the implications and impacts of Councilor Clark's motion the South Willamette Special Area Plan, Envision Eugene process, and related planning projects and initiatives. Ed Moore from the Department of Land Conservation and Development discussed potential legal impacts.

Council discussion:

- Consequences of the council action may be significant; it represents a reset of all the work completed to-date.
- Council unanimous in support for protecting R1 and neighborhoods; however, better process needed for important policy decisions.
- Planning process should acknowledge that theories do not always translate well in real-life.
- Eugene's population predicted to grow by 50,000 people; good planning process needed to accommodate all housing types.
- South Willamette area is already a 20-minute neighborhood; not a lot of land available for new development.
- Property values must be protected.
- Encourage everybody to continue on path to avoid worst outcomes and look at best outcomes.
- Council-approved motion has far-reaching impacts across the city and on other planning documents.

**MOTION:** Councilor Taylor, seconded by Councilor Evans, moved to change January 19<sup>th</sup> to May 23<sup>rd</sup> as the date for the public hearing on the South Willamette Special Area Zone.

**MOTION TO AMEND AND VOTE:** Councilor Clark, seconded by Councilor Brown, moved to amend the public hearing date to March 14. **PASSED 5:3**, Councilors Zelenka, Syrett, and Pryor opposed.

**VOTE ON MAIN MOTION AS AMENDED: PASSED 7:1**, Councilor Syrett opposed.

The work session adjourned at 7:03 p.m.

Respectfully submitted,

Chuck Crockett  
Deputy City Recorder

## MINUTES

**Eugene City Council  
Harris Hall, 125 East 8<sup>th</sup> Avenue  
Eugene, Oregon 97401**

**October 26, 2015  
7:30 p.m.**

**Councilors Present:** George Brown, Betty Taylor, Alan Zelenka, George Poling, Mike Clark, Greg Evans, Claire Syrett, Chris Pryor

Mayor Piercy opened the October 26, 2015, City Council meeting.

### **1. PUBLIC FORUM**

1. Howard Saxion – Sustainability Commission concerned about zoning changes.
2. Carolyn Stein – Sustainability Commission supports delaying public hearing.
3. Jerry Diethelm- Sustainability Commission update on Climate Recovery Committee.
4. Bree Nicolello – Planning Commission seeks guidance on South Willamette-SAZ.
5. Lanie Millar – South Willamette plan will lower property values, cause displacement.
6. Ed Moye – Opposed to South Willamette plan, poor outreach by staff.
7. Joyce Eaton – Opposed to South Willamette plan; affordable housing will decline.
8. Kathy Ging – Solar access protections need to be considered.
9. Jennifer Frenzer-Knowlton – Supported work with Eric Tars to help with homeless issue.
10. Michael Carrigan – Supported work with Eric Tars to help with homeless issue.
11. Ralph McDonald – Opposed to South Willamette plan; need to protect neighborhoods.
12. Alicia Meenaghan – Opposed to South Willamette plan; will adversely impact area.
13. Jane Katra – Involve greenery, bees and birds in health and sustainability in our City.
14. Peter Gallagher – Opposed to South Willamette plan; neighbors need to be involved.
15. Richard Sundt – Opposed to South Willamette plan.
16. Celine Swenson Harris – Concerned about zoning restrictions that were passed.
17. Margie James – Opposed to South Willamette plan; affordable housing will decline.
18. Ron Thompson- Urbanization is difficult but tall buildings don't have to obscure vision.
19. Jennifer Riehl – Opposed to camping ban; sleeping is a human right.
20. Crystal Webb – Housing 1<sup>st</sup> options should happen here; opposed to camping ban.
21. Jan Zoll – Opposed to camping ban.
22. Charles Denson – Opposed to camping ban; sleep is a human right; need new approach.
23. Scott Bartlett – Disappointed that Flight Patterns public art piece will be moved.
24. Planet Glassberg – Opposed to camping ban; sleep is a human right.
25. Sabra Marcroft – More options are needed for homeless shelter this coming winter.
26. Richard Scheeland – City provision on community theatre deed needs to be removed.
27. Mary Ellen Carson- Thanked the council for listening to citizens on South Willamette.
28. Bob Carson – Opposed to South Willamette plan; listen to neighbors.
29. Christine Sundt – Opposed to South Willamette plan.
30. Harold Leeson – Opposed to South Willamette plan
31. Wayne Martin- Supported OURS camp and its designation as a new rest stop.
32. William Collinge – Opposed to South Willamette plan; need outside professional look.
33. Peter Grotticelli – Supported more housing options such as communes.
34. Stephanie Larsen- Supported better treatment of homeless.
35. Terra Williams – Supported more effective solutions to help homeless.
36. Barbara Johnson- Appreciated delay on voting on South Willamette plan.
37. Mia Nelson- Better planning and outreach needed for future redevelopment plans.
38. Michael Gannon – Said no one is paying attention to trees in South Willamette plan.

Council discussion:

- Letter from Eric Tars will be part of discussion in joint meeting with HRC.
- Providing and protecting green space in neighborhoods is very important.
- Win-win solution for South Willamette is possible.
- Appreciate thoughtful and constructive comments on South Willamette plan.
- Public areas belong to the people and they should have a voice when changes are proposed.
- Safe, accessible public space should be enjoyed by all.

**2. CONSENT CALENDAR**

**MOTION AND VOTE:** Councilor Syrett, seconded by Councilor Evans, moved to approve the items on the consent calendar. **PASSED 8:0**

**3. COMMITTEE REPORTS AND ITEMS OF INTEREST FROM MAYOR, CITY COUNCIL, AND CITY MANAGER**

Council discussion:

- Affordable housing projects on N. Polk and at Bascom Village recently opened.
- Human Rights Commission had discussion on homelessness and racial profiling.
- Human Services Commission got to preview HUD application that is being submitted.
- Citizens have communicated concerned about the condition of Pre's Trail and about the lack of places downtown to charge cellphones.
- Community Supported Shelters had a fundraiser; Operation 365 initiative making good progress on housing homeless veterans.

The meeting adjourned at 9:25 p.m.

Respectfully submitted,

Chuck Crockett  
Deputy City Recorder



## ATTACHMENT C

## MINUTES

**Eugene City Council  
Harris Hall, 125 East 8<sup>th</sup> Avenue  
Eugene, Oregon 97401**

**October 28, 2015  
12:00 p.m.**

**Councilors Present:** George Brown (*via phone*), Betty Taylor, Alan Zelenka, Mike Clark, Greg Evans, Claire Syrett, Chris Pryor

**Councilors Absent:** George Poling

Mayor Piercy opened the October 28, 2015, city council work session.

**A. ACTION: A Resolution Declaring the Urgency of the Housing and Homelessness Crisis and the Need for State Assistance to Address It.**

**MOTION AND VOTE:** Councilor Syrett, seconded by Councilor Evans, moved to adopt a resolution declaring the urgency of the housing and homelessness crisis and the need for state assistance to address it. **PASSED 7:0**

Council discussion:

- The issue of systemic homelessness is growing and getting worse.
- The longer people are unhoused the harder it is for them to get back on track.
- The number of K-12 enrolled students who are homeless is growing; this is a problem beyond city borders.
- Help from the State and other jurisdictional partners is needed to effectively address this issue.
- Other forms of affordable housing are needed citywide.

**B. WORK SESSION: Workforce Housing**

Community Development Manager Denny Braud and Economic Development Planner Anne Fifield gave a PowerPoint presentation outlining the different types of housing, and comparing Eugene's situation with other cities.

Council discussion:

- Important to get out in front of this issue and effect positive changes; develop action plan.
- A policy to encourage home ownership or a path to it is needed.
- Explore more loan assistance programs; reuse of existing housing, anticipate market.
- Need to repeal State's inclusionary zoning law.
- Consideration of legislation related to no-cause evictions and/or rental increases recommended.

**MOTION AND VOTE:** Councilor Zelenka, seconded by Councilor Syrett, moved to direct the City Manager to bring back a work plan and schedule for developing a City of Eugene workforce housing plan including staffing and resources; and identification of programs policies, legislative actions and incentives. **PASSED 7:0**

The meeting adjourned at 1:27 p.m.

Item 3.A.

Respectfully submitted,

Chuck Crockett  
Deputy City Recorder



# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY



---

### Approval of Tentative Working Agenda

---

Meeting Date: November 9, 2015  
Department: City Manager’s Office  
*www.eugene-or.gov*

Agenda Item Number: 3B  
Staff Contact: Beth Forrest  
Contact Telephone Number: 541-682-5882

---

#### **ISSUE STATEMENT**

This is a routine item to approve City Council Tentative Working Agenda.

#### **BACKGROUND**

On July 31, 2000, the City Council held a process session and discussed the Operating Agreements. Section 2, notes in part that, “The City Manager shall recommend monthly to the council which items should be placed on the council agenda. This recommendation shall be placed on the consent calendar at the regular City Council meetings (regular meetings are those meetings held on the second and fourth Monday of each month in the Council Chamber). If the recommendation contained in the consent calendar is approved, the items shall be brought before the council on a future agenda. If there are concerns about an item, the item may be pulled from the consent calendar at the request of any councilor or the Mayor. A vote shall occur to determine if the item should be included as future council business.” Scheduling of this item is in accordance with the Council Operating Agreements.

#### **RELATED CITY POLICIES**

There are no policy issues related to this item.

#### **COUNCIL OPTIONS**

The council may choose to approve, amend or not approve the tentative agenda.

#### **CITY MANAGER’S RECOMMENDATION**

Staff has no recommendation on this item.

#### **SUGGESTED MOTION**

Move to approve the items on the Tentative Working Agenda.

**ATTACHMENTS**

A. Tentative Working Agenda

**FOR MORE INFORMATION**

Staff Contact: Beth Forrest  
Telephone: 541-682-5882  
Staff E-Mail: beth.l.forrest@ci.eugene.or.us

# EUGENE CITY COUNCIL TENTATIVE WORKING AGENDA

November 4, 2015

<b>NOVEMBER 9</b>	<b>MONDAY</b>
-------------------	---------------

<b>5:30 p.m.</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. WS: Cell Towers		45 mins – PDD/Nystrom
B. WS: Economic Prosperity – Creative Industries		45 mins – LRCS/Anderson

<b>7:30 p.m.</b>	<b>Council Meeting</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
1. Pledge of Allegiance to the Flag (Veterans Day)		
2. Public Forum		
3. Consent Calendar		
a. Approval of City Council Minutes		CS/Bloch
b. Approval of Tentative Working Agenda		CS/Forrest
4. Action: Acquisition of Land for Affordable Housing – River Road Site		PDD/Meyi-Galloway
5. Committee Reports: LWP, Chamber of Commerce, HPB, LRAPA, MWMC		

<b>NOVEMBER 16</b>	<b>MONDAY</b>
--------------------	---------------

<b>7:30 p.m.</b>	<b>Council Public Hearing</b>	
<b>Harris Hall</b>	<b>Expected Absences: Evans</b>	
1. PH: Ordinance Adopting "Dusk to Dawn" Permitted Overnight Sleeping		CS/

<b>NOVEMBER 18</b>	<b>WEDNESDAY</b>	<b>** NOTE: BUDGET COMMITTEE MEETING ADDED **</b>
--------------------	------------------	---------------------------------------------------

<b>Noon</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences: Evans</b>	
A. WS: Economic Prosperity – Tech Cluster		60 mins – PDD/Fifield
B. WS:		

<b>5:30 p.m.</b>	<b>Budget Committee Meeting</b>
<b>B-T Room, Library</b>	<b>Expected Absences: Evans</b>
A. Multi-Year Financial Plan Discussion	

<b>NOVEMBER 23</b>	<b>MONDAY</b>
--------------------	---------------

<b>5:30 p.m.</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. WS: Report from Police Auditor and Civilian Review Board		45 mins – PA/Gissiner
B. WS: Climate Recovery Update		45 mins – CS/O'Sullivan

<b>7:30 p.m.</b>	<b>Council Meeting</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
1. Public Forum		
2. Consent Calendar		
a. Approval of City Council Minutes		CS/Bloch
b. Approval of Tentative Working Agenda		CS/Forrest
c. Approval of Resolution Annexing Land to City of Eugene (Rush, Janice; A 15-1)		PDD/Berg-Johansen
3. Action: Ordinance on Rest-Haven Memorial Park Metro Plan Amendment & Zone Change		PDD/O'Donnell
4. Committee Reports and Items of Interest from Mayor, City Council and City Manager		

<b>NOVEMBER 25</b>	<b>WEDNESDAY</b>
--------------------	------------------

<b>Noon</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. WS: Process Session		90 mins – CS/

A=action; PH=public hearing; WS=work session

M:\CMO\CC\CCAGENDA.docx

# EUGENE CITY COUNCIL TENTATIVE WORKING AGENDA

November 4, 2015

<b>DECEMBER 9</b>	<b>WEDNESDAY</b>	<b>** NOTE: NEW MEETING LOCATION **</b>
-------------------	------------------	-----------------------------------------

<b>Noon</b>	<b>Council Work Session</b>	
<b>B/T Room, Library</b>	<b>Expected Absences:</b>	
A. WS: Joint Work Session with Human Rights Commission		90 mins – CS/Kinnison

<b>DECEMBER 14</b>	<b>MONDAY</b>	
--------------------	---------------	--

<b>5:30 p.m.</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. Committee Reports: PC, South Willamette EDC, LTD/EmX, OMPOC, McKenzie Watershed		
B. WS:		

<b>7:30 p.m.</b>	<b>Council Meeting</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
1. Public Forum		
2. Consent Calendar		
a. Approval of City Council Minutes		CS/Bloch
b. Approval of Tentative Working Agenda		CS/Forrest
3. PH and Action: Supplemental Budget #1		CS/Miller

<b>DECEMBER 16</b>	<b>WEDNESDAY</b>	
--------------------	------------------	--

<b>Noon</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. WS: Overview of Chronic Nuisance Codes		45 mins – PDD/Nicholas
B. WS:		

COUNCIL BREAK: DECEMBER 17 , 2015 – JANUARY 6, 2016

<b>JANUARY 6</b>	<b>WEDNESDAY</b>	
------------------	------------------	--

<b>5:30 p.m.</b>	<b>State of the City</b>	
<b>Hult Center</b>	<b>Expected Absences:</b>	
A. State of the City Address		

<b>JANUARY 11</b>	<b>MONDAY</b>	
-------------------	---------------	--

<b>5:30 p.m.</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. Committee Reports and Items of Interest: HRC, SC, HSC, LCOG, MPC, PSCC		30 mins
B. WS:		

<b>7:30 p.m.</b>	<b>Council Meeting</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
1. Election of 2016 Council Officers		
2. Public Forum		
3. Consent Calendar		
a. Approval of City Council Minutes		CS/Bloch
b. Approval of Tentative Working Agenda		CS/Forrest

<b>JANUARY 13</b>	<b>WEDNESDAY</b>	
-------------------	------------------	--

<b>Noon</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. WS: Parks & Recreation System Plan		90 mins – PW/Carnagey

A=action; PH=public hearing; WS=work session

M:\CMO\CC\CCAGENDA.docx

# EUGENE CITY COUNCIL TENTATIVE WORKING AGENDA

November 4, 2015

**JANUARY 19****TUESDAY****7:30 p.m.****Harris Hall**

1. PH:

**Council Public Hearing****Expected Absences:****JANUARY 20****WEDNESDAY****Noon****Harris Hall**

A. WS:

B. WS:

**Council Work Session****Expected Absences:****JANUARY 25****MONDAY****5:30 p.m.****Harris Hall**

A. Committee Reports and Items of Interest from Mayor, City Council and City Manager

30 mins

B. WS:

**Council Work Session****Expected Absences:****7:30 p.m.****Harris Hall**

1. Public Forum

2. Consent Calendar

a. Approval of City Council Minutes

b. Approval of Tentative Working Agenda

**Council Meeting****Expected Absences:**

CS/Bloch

CS/Forrest

**JANUARY 27****WEDNESDAY****Noon****Harris Hall**

A. WS:

B. WS:

**Council Work Session****Expected Absences:****FEBRUARY 8****MONDAY****5:30 p.m.****Harris Hall**

A. Committee Reports: LWP, Chamber of Commerce, HPB, LRAPA, MWMC

30 mins

B. WS:

**Council Work Session****Expected Absences:****7:30 p.m.****Harris Hall**

1. Public Forum

2. Consent Calendar

a. Approval of City Council Minutes

b. Approval of Tentative Working Agenda

**Council Meeting****Expected Absences:**

CS/Bloch

CS/Forrest

**FEBRUARY 10****WEDNESDAY****Noon****Harris Hall**

A. WS:

B. WS:

**Council Work Session****Expected Absences:****FEBRUARY 16****TUESDAY****7:30 p.m.****Harris Hall**

1. PH: Annual Hazardous Substance User Fee Ordinance

Fire EMS/Eppli

**Council Public Hearing****Expected Absences:**

A=action; PH=public hearing; WS=work session

M:\CMO\CC\CCAGENDA.docx

# EUGENE CITY COUNCIL TENTATIVE WORKING AGENDA

November 4, 2015

<b>FEBRUARY 17</b>	<b>WEDNESDAY</b>
--------------------	------------------

<b>Noon</b>	<b>Council Work Session</b>
<b>Harris Hall</b>	<b>Expected Absences:</b>
A. WS:	
B. WS:	

<b>FEBRUARY 22</b>	<b>MONDAY</b>
--------------------	---------------

<b>5:30 p.m.</b>	<b>Council Work Session</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
A. Committee Reports and Items of Interest from Mayor, City Council and City Manager		30 mins
B. WS:		
C. WS:		

<b>7:30 p.m.</b>	<b>Council Meeting</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
1. Public Forum		
2. Consent Calendar		
a. Approval of City Council Minutes		CS/Bloch
b. Approval of Tentative Working Agenda		CS/Forrest

<b>FEBRUARY 24</b>	<b>WEDNESDAY</b>
--------------------	------------------

<b>Noon</b>	<b>Council Work Session</b>
<b>Harris Hall</b>	<b>Expected Absences:</b>
A. WS:	
B. WS:	

<b>MARCH 9</b>	<b>WEDNESDAY</b>
----------------	------------------

<b>Noon</b>	<b>Council Work Session</b>
<b>Harris Hall</b>	<b>Expected Absences:</b>
A. WS:	
B. WS:	

<b>MARCH 14</b>	<b>MONDAY</b>
-----------------	---------------

<b>5:30 p.m.</b>	<b>Council Work Session</b>
<b>Harris Hall</b>	<b>Expected Absences:</b>
A. Committee Reports: PC, South Willamette EDC, LTD/EmX, OMPOC, McKenzie Watershed	
B. WS:	

<b>7:30 p.m.</b>	<b>Council Meeting</b>	
<b>Harris Hall</b>	<b>Expected Absences:</b>	
1. Public Forum		
2. Consent Calendar		
a. Approval of City Council Minutes		CS/Bloch
b. Approval of Tentative Working Agenda		CS/Forrest

<b>MARCH 16</b>	<b>WEDNESDAY</b>
-----------------	------------------

<b>Noon</b>	<b>Council Work Session</b>
<b>Harris Hall</b>	<b>Expected Absences:</b>
A. WS:	
B. WS:	

COUNCIL BREAK: MARCH 17 , 2016 – APRIL 8, 2016

# EUGENE CITY COUNCIL TENTATIVE WORKING AGENDA

November 4, 2015

**ON THE RADAR**

<b>Work Session Polls/Council Requests</b>	<b>Status</b>
1. Update on EPD Response to Mental Health Crises .....	to be scheduled
2. \$15 Minimum Wage for City and Contract Employees (Syrett).....	to be scheduled





# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




---

Action: Acquisition of Land for Affordable Housing – 1505 – 1525 River Road

---

Meeting Date: November 9, 2015  
 Department: Planning and Development  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: 4  
 Staff Contact: Ellen Meyi-Galloway  
 Contact Telephone Number: (541)-682-5532

---

### ISSUE STATEMENT

The City Council is asked to approve the acquisition of vacant property at 1505-1525 River Road through the Land Acquisition for Affordable Housing program. The 2.91 acre property could support the development of 50-60 affordable housing units for low-income households.

### BACKGROUND

The City has an opportunity to acquire property at 1505-1525 River Road for future affordable housing development. Please see *Attachment A* for maps of the site (Map No. 17-04-13-33, Tax lots 100, 200, 300 and 400). The site consists of four tax lots that are owned by two separate owners. The council previously allocated sufficient Community Development Block Grant (CDBG) funds to purchase the first property (Tax Lots 100, 200 and 300) in past One Year Action Plans. The Option Agreement for the second parcel (Tax Lot 400) was negotiated after adoption of the most recent One Year Action Plan. As a result, there are not sufficient CDBG funds budgeted to also acquire the second parcel. Through FY 16 Supplemental Budget #1, staff will propose an Interfund Loan from the Construction and Rental Housing Fund to acquire the critical second parcel before the option expires. Through the 2016 One Year Action Plan, the council will have the opportunity to allocate CDBG funds to repay funds borrowed for the acquisition.

This agenda item summary describes the history of the Land Acquisition for Affordable Housing Program, the site characteristics, community outreach, and next steps for future affordable housing development including purchase of 1505-1525 River Road.

The City uses federal and local funds to purchase properties for the Land Acquisition for Affordable Housing Program (formerly called the Land Bank Program). Through the program, the City of Eugene acquires land suitable for the future development of housing that is affordable to low-income persons. All development begins with a site, yet acquiring appropriate property is a difficult hurdle in the development process. Through the Land Acquisition for Affordable Housing Program, the City has created a pipeline of appropriate sites and sought to place affordable housing in the entire community.

The Land Acquisition program began in 1979. In 35 years, nearly 90 acres have been acquired for

affordable housing using a combination of federal and local funds. Thus far, 828 units of affordable housing have been developed on acquired sites, 53 units were just completed and 48 units are under construction. Once acquired, properties are offered to affordable housing developers through a competitive Request for Proposals (RFP) process. The RFP may include the land and other subsidies for affordable housing development. With site control, developers have an advantage in leveraging other resources at the state and federal level. Please see *Attachment B* for a detailed description of the Land Acquisition for Affordable Housing program.

There are currently no properties owned by the City for future affordable housing. The City transferred its last land bank site (County Farm Road Site) to St. Vincent de Paul and Housing and Community Services Agency (HACSA) for the development of Bascom Village, 101 units in north Eugene. The most recent acquisition of land for future affordable housing occurred in 2004.

The 2015 Eugene-Springfield Consolidated Plan sets forth goals and strategies for the use of federal Community Development Block Grant (CDBG) and HOME Investment Partnership Program funds received by the Cities of Eugene and Springfield. The 2015 Consolidated Plan, adopted by the council in April 2015, establishes a five-year goal for the purchase of two sites for future affordable housing in Eugene. Please see *Attachment C* for the 2015 Consolidated Plan goals.

Each year, the council allocates the CDBG and HOME funds through the One Year Action Plan. At this time \$500,043 in CDBG funds has been allocated for purchase of land for future affordable housing development and related project delivery costs. The council took actions to allocate CDBG funds for this purpose through multiple One-Year Action Plans over the course of several years.

#### ***1515-1525 River Road and 1505 River Road***

In the Fall 2014, staff became aware that a potentially appropriate site for future affordable housing located on River Road was for sale. The property address is 1515-1525 River Road (Map No. 17-04-13-33, Tax lots 100, 200, and 300), located on the east side of River Road, south of Howard Avenue. The City entered into an Option Agreement with the owner of 1515-1525 River Road in February 2015. The purchase price offered for the approximately 2.62 acre property was \$440,000 or appraised value. The appraisal received in October showed the fair market value of the property was \$460,000.

Subsequently, the City approached the owner of a small adjacent vacant parcel on the corner of Maynard Avenue located at 1505 River Road (Map No. 17-04-13-33, Tax lot 400) to see if there was an interest in selling the property to the City. Neighbors, affordable housing developers, and staff had encouraged consideration of this additional site to improve site access and also create a viable use for this vacant parcel. The City entered into an Option Agreement with the owner of 1505 River Road in July 2015. The purchase price offered for the 0.29 acre property on the corner of River Road and Maynard Avenue was \$65,000, subject to an appraisal. The appraisal received in October showed the fair market value of the property was \$59,000. The final price will be negotiated but will not exceed \$65,000. The corner parcel is important because it would allow transportation access to the larger parcel from Maynard Avenue. Both Option Agreements expire December 31, 2015.

### ***Community Outreach***

Staff initiated communication with representatives of River Road Community Organization (RRCO) and adjacent residents shortly after securing an option for the property. Staff met with the co-chairs of the River Road Community Organization (RRCO) in February to discuss the neighborhood outreach plan related to the potential site. Staff sent notices of the City's consideration of the site for affordable housing to 69 adjacent property owners in March. In April, staff and RRCO held a special evening meeting of adjacent property owners and residents at Dayspring Fellowship Church located directly across River Road from the site. Staff presented information about affordable housing needs, the Land Acquisition for Affordable Housing Program, and process for evaluating and considering purchase of the River Road site. Staff also presented the potential acquisition at the RRCO meeting in May. While residents raised a number of ideas and concerns to be addressed in the future design of the project, there was general support for the development of affordable housing at this location.

On August 18, 2015, the City held a meeting of affordable housing developers, neighborhood representatives, Housing Policy Board members, and City Councilors to discuss the feasibility of the site for future affordable housing. In general, the feedback from stakeholders was that the site was well located near schools, parks, transportation options, commercial areas, job opportunities and services; and that the property seemed appropriate for affordable housing development.

### ***Site Characteristics and Evaluation***

The property is currently vacant. The four tax lots owned by two different owners total 2.91 acres. The property is flat, and it is zoned R-1. The property would take advantage of the Controlled Income and Rent density bonus and would support approximately 50-60 units on the site. The site is consistent with the Housing Dispersal Policy as no more than 50 percent of the households in the census tract block group have incomes at or below 50 percent of area median income, and the number of subsidized housing units in the block group is no more than 20 percent of total units. In fact, there are currently no subsidized housing developments in the same block group.

Extensive due diligence is required for use of federal funds including completion of an Environmental Assessment. Over the past seven months, staff have evaluated potential impacts related to endangered species, stormwater management, historic preservation, toxic materials, explosive and flammable materials, noise, and more. Staff expect to complete and publish the Environmental Assessment on November 13, 2015.

### ***Next Steps***

The acquisition of the property would be the first stage in creating affordable housing at the site. New CDBG rules only allow property to be held up to five years in a land bank for future development.

In two to four years from the date of acquisition, the City would release a Request for Proposals for housing providers to propose developments on the site. The RFP would likely offer the site in addition to other development resources. The City would continue to seek neighborhood involvement when developing the RFP and evaluating project proposals. The development

proposals would be reviewed in the same process as the annual Housing RFPs. Ultimately, the City Council makes the final decision about the development proposal deemed to be most appropriate for the site. The City anticipates the development of the site would occur three to five years from the date of acquisition.

Staff will take RRCO neighbors on a tour of existing affordable housing developments built on sites acquired through the Land Acquisition for Affordable Housing program in Eugene that could be similar to the potential future development on River Road. The existing developments demonstrate the high quality design and maintenance of affordable housing. *Attachment D* shows photos of the three most recent affordable housing developments built on former land bank sites: Bascom Village Phase I, Stellar Apartments, and Willakenzie Crossing.

### ***Housing Policy Board Recommendation***

At the October 5 meeting of the Housing Policy Board, the members voted to recommend the site at 1505-1525 River Road to the City Council for acquisition. Staff had presented the details of the site and had provided updates to the HPB since entering into the Option Agreements. The Housing Policy Board celebrated the opportunity to acquire a site for future affordable housing for the first time since 2004.

### **RELATED CITY POLICIES**

The City Council has established a policy to expand housing opportunities for very low and extremely low-income households. The proposed acquisition of land for future affordable housing supports this objective. The acquisition supports other City priorities and policies including the Eugene-Springfield 2015 Consolidated Plan, Envision Eugene, and the Housing Dispersal Policy.

***Eugene-Springfield 2015 Consolidated Plan*** –This plan identifies a need for affordable housing for low-income persons and sets a five-year goal of developing 600 new units of affordable rental housing in Eugene and Springfield. The proposed land acquisition directly supports the objective by having the potential to construct 50-60 rental units for very low-income households.

***Envision Eugene Plan*** – This plan identifies strategies and goals (pillars) that help the City of Eugene plan for growth over the next 20 years. The Envision Eugene proposal's Housing Affordability pillar includes strategies to meet the growing and changing housing needs of Eugene residents by supporting subsidized affordable housing projects. Continuing to provide property tax exemptions to low-income rental housing developments has been identified as an action to help successfully implement this strategy.

***Housing Dispersal Policy*** - The City Council has established a Housing Dispersal Policy which seeks to maximize housing choices for low-income families and integrate housing throughout the City of Eugene. The land proposed for acquisition is located in a suitable Census Block Group, meaning that no more than 50 percent of the residents have incomes at or below 50 percent of area median income and subsidized units do not reach 20 percent of all housing units.

**COUNCIL OPTIONS**

1. Approve up to \$460,000 in Community Development Block Grant funds for the acquisition of 1515-1525 River Road and a \$65,000 loan from the Construction and Rental Housing Fund for the acquisition of 1505 River Road. Direct the City Manager to include these items in the FY 16 Supplemental Budget #1.
2. Approve funding with specific modifications as determined by the City Council.
3. Decline to approve funding for the Land Acquisition for Affordable Housing site.

**CITY MANAGER'S RECOMMENDATION**

The City Manager recommends option 1, approve up to \$460,000 in Community Development Block Grant funds for the acquisition of 1515-1525 River Road and a \$65,000 loan from the Construction and Rental Housing Fund for the acquisition of 1505 River Road. Direct the City Manager to include these items in the FY 16 Supplemental Budget #1.

**SUGGESTED MOTION**

Move to approve the use of up to \$460,000 in Community Development Block Grant funds for the acquisition of 1515-1525 River Road and a \$65,000 loan from the Construction and Rental Housing Fund for the acquisition of 1505 River Road. Direct the City Manager to include these items in the FY 16 Supplemental Budget #1.

**ATTACHMENTS**

- A. Maps of the Proposed Site
- B. Land Acquisition for Affordable Housing Program Description
- C. 2015 Consolidated Plan Goals
- D. Photos of the Most Recent Developments on Land Acquisition sites

**FOR MORE INFORMATION**

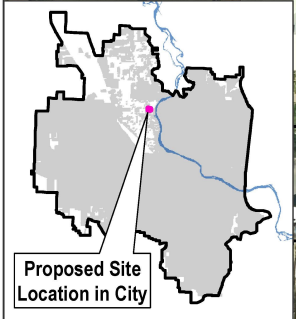
Staff Contact: Ellen Meyi-Galloway, Housing Finance Analyst  
 Telephone: (541) 682-5532  
 Staff E-Mail: Ellen.E.Meyi-Galloway@ci.eugene.or.us



# 1515 River Road, Eugene, OR



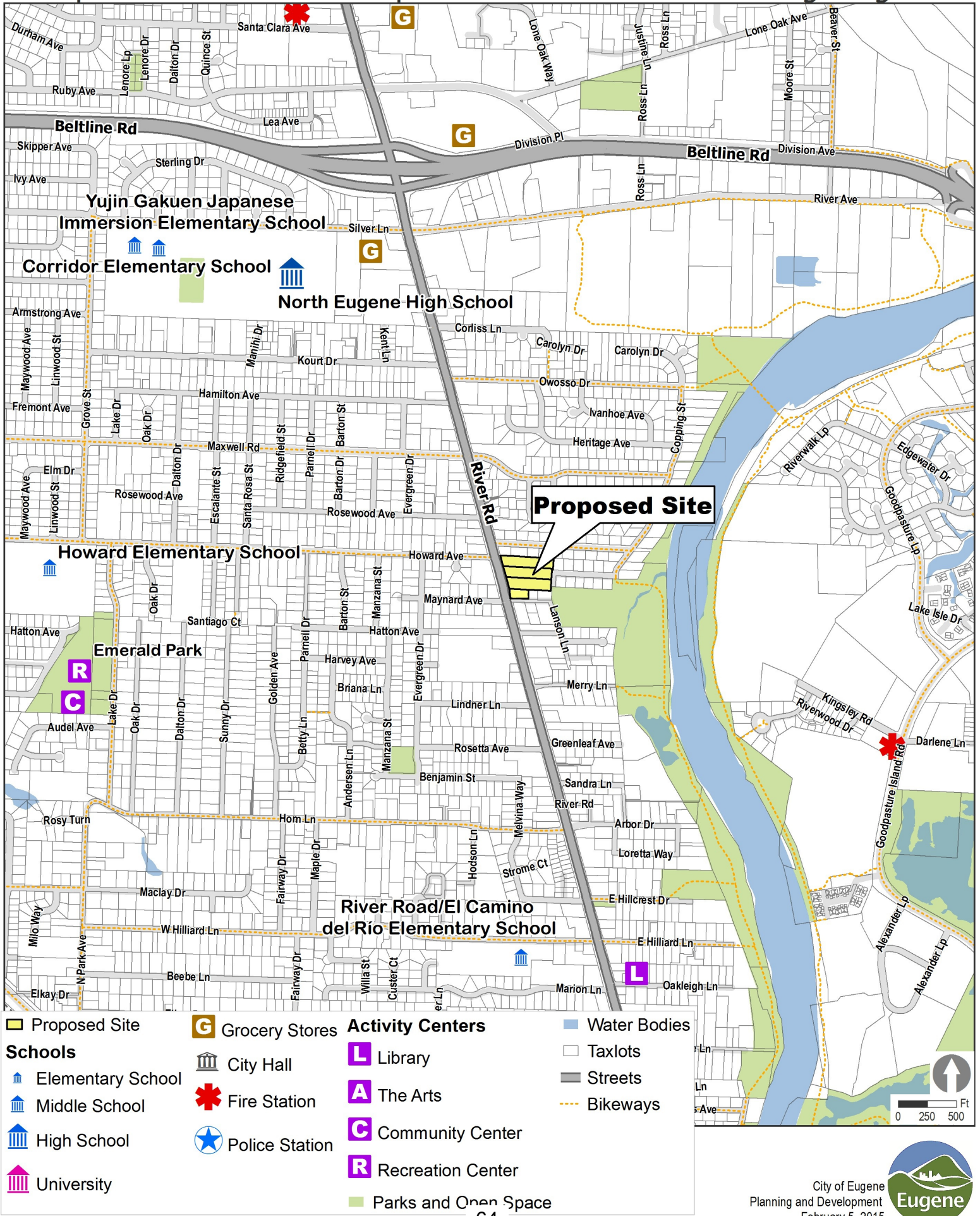
-63-



■ Eugene City Limits   ■ Proposed Site Taxlots   □ Taxlots

Aerial Imagery: 2013  
Caution: This map is based on imprecise source data, subject to change, and for general reference only.

# Proposed Site for Land Acquisition for Affordable Housing Program







## LAND ACQUISITION FOR AFFORDABLE HOUSING PROGRAM



Through the Land Acquisition for Affordable Housing Program, the City of Eugene acquires land suitable for the future development of housing that is affordable to low-income persons. All development begins with a site, yet acquiring appropriate property is a difficult hurdle in the development process. Through the Land Acquisition for Affordable Housing Program, the City has not only created a steady stream of appropriate sites, but also has actively sought to place affordable housing in areas of opportunity throughout the entire community. The Program is a cornerstone of Eugene's affordable housing program.

Since the purchase of the first site in 1979, nearly **90 acres** have been acquired for affordable housing using a combination of federal and local funds. Thus far, **881 units** of affordable housing units have been developed on Program parcels, and **48 units** are currently under construction. These developments provide homes for very low-income people who earn less than 50 percent of Area Median Income and are intentionally located throughout the entire City. The projects are indistinguishable from market rate developments and are often admired for their high-quality appearance, construction, and management.

### History

In 1967, the City Council adopted the Eugene Community Goals and Policies which recognized a need to increase the supply of housing for low-income families. City Council formed the Joint Housing Committee, composed of two City Councilors and three Planning Commissioners, to identify policies and programs to achieve the housing goal. In 1968, City Council adopted a broad platform through Resolution 1551, which formed an enduring foundation for Eugene's approach to affordable housing. The resolution included direction to purchase and landbank sites for low-income housing, to support the formation of nonprofit affordable housing developers, and to promote the dispersal of affordable housing throughout the community. The 1974 update to the Housing Dispersal Policy Plan also emphasized the importance of landbanking and recommended "a continued policy of budgeting city funds to be used to assist in land acquisition or development costs in the high priority dispersal areas." The primary objective of the Housing Dispersal Policy Plan is to avoid concentrations of poverty.

Eugene suffered an economic downturn in the early 1980's, which resulted in limited development activity. Still, City leaders identified the availability of suitable land as a critical issue for future housing development. Given these concerns, the City of Eugene decided to formally adopt the Landbanking Program for Affordable Housing in 1983 through Resolution 3747. When the economy experienced an upturn, the City was uniquely positioned to offer the parcels that had been "banked" for future development. Initially, sites were available for development on a first-come first-serve basis. The City then moved to a competitive application process as developer capacity increased. The first development on a Landbank site was completed in 1990.

### Site Acquisition

The City aims to continuously identify sites for future development. City staff take the lead in the identification and analysis of potential sites. Potential sites are vetted by the Intergovernmental Housing Policy Board (HPB), which is composed of elected officials and community residents. City Council makes the final decision to purchase specific sites based on the recommendation of the HPB.

#### Item 4.

The City carefully evaluates all parcels to ensure that they are suitable for housing affordable to low-income persons. Site assessment factors include: 1) location related to, jobs, services, parks, schools, public transportation and other amenities; 2) dispersal of affordable housing; 3) site environmental conditions; 4) cost; 5) allowed density; 6) existing on-site structures and improvements; and 7) existing utility and street infrastructure.

Typical sites accommodate multifamily housing developments with 40 to 80 units. Access to public transportation is a critical selection factor for landbank sites. The City of Eugene is served by an extensive bus system provided by Lane Transit District (LTD), a nationally recognized transit agency. Over 40,000 Lane County residents use the bus system each day. Proactively siting affordable housing close to public transportation has allowed residents of affordable housing to also reduce transportation costs.

Over time, the City has utilized a number of strategies to acquire sites for future affordable housing. Parcels have been purchased from private individuals and corporations as well as institutional owners such as the University of Oregon and the Eugene School District. Several parcels were already owned by the City and transferred to the Landbank at no cost. The City has utilized a variety of sources to purchase sites including local general funds, Community Development Block Grant, and Federal Revenue Sharing. Records show that almost \$5 million has been expended since 1979 to purchase sites.

#### **Site Development**

The City offers sites, one at a time, for development by qualified partners through an open Request for Proposals (RFP). Other development subsidies including HOME Investment Partnership Program funds, system development charge grants, and local property tax exemptions are made available through the same RFP. Development proposals are evaluated by City staff, an Evaluation Committee and the HPB based on project feasibility, target population and services, project concept and design, and a cost and benefit analysis. Ultimately, the City Council selects the development proposal deemed to be most appropriate for the site based on the recommendation of the HPB. With land and commitment of local subsidies in hand, developers have successfully leveraged highly competitive state and federal resources.

#### **Impact**

To date, affordable housing units have been developed on 23 sites by partners such as St. Vincent de Paul Society of Lane County, Cornerstone Community Housing, and the Housing and Community Services Agency of Lane County. These include 18 multifamily developments with a total of 856 units and 5 single-family homeownership developments with a total of 25 units. One additional multifamily development is in the construction phase with 48 planned rental units.

Developments on these sites have received numerous national and state awards for excellence in design and services and the Program was recognized in 2007 by **Harvard University's Innovations in American Government** program. Surveys of affordable housing residents demonstrate overall satisfaction and many positive benefits. The statement of one resident sums up the many benefits offered through the affordable housing that is developed on Program site:

*For the first time my children and I live in a place that is safe and clean. I can let my kids go outside without constantly worrying. I can afford the rent and for the first time I can try to save some money. I just want to thank you for the difference this has made in our lives. It's huge.*



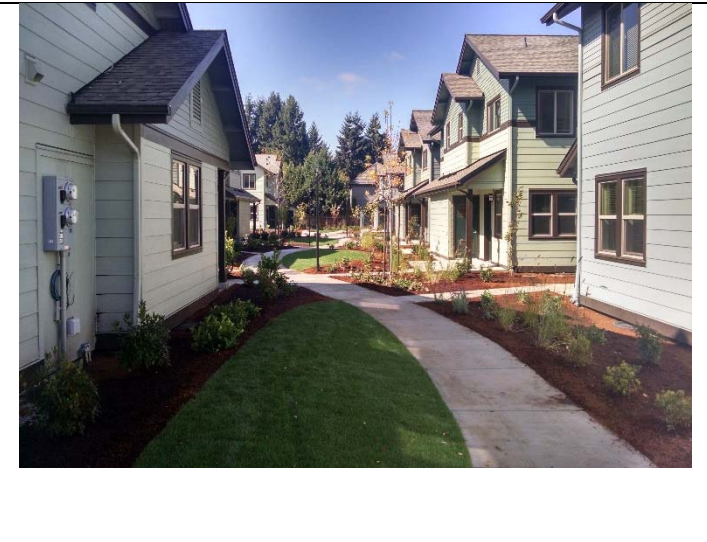
Lastly, the Land Acquisition Program for Affordable Housing has also supported the formation of a strong local network of affordable housing developers by offering a steady stream of development opportunities. Eugene is currently served by multiple experienced affordable housing developers who work on a citywide basis. Each entity has developed numerous affordable housing developments subsidized in part by the Program and other City resources.

Strategies to Address Priority Needs – Table  
2015 Eugene/Springfield Consolidated Plan

Strategy	Priority Needs Addressed	Possible Examples	Measurements	Eugene/ Springfield HOME Consortium	Eugene CDBG	Springfield CDBG
Increase the supply of affordable housing (Consortium HOME and Community Development Block Grant)	Renters, Home Owners, Homeless, Special Needs	Land Acquisition. Development of new rental housing. Operating Support for Community Housing Development Organizations	Number of rental units constructed, reconstructed, acquired or preserved	600	50	
			Number of CHDO's Assisted	4		
			Housing for homeless added	20		
			Number of sites acquired		2	1
			Homeowner housing added		10	5
Rehabilitate existing housing stock affordable to low-income persons (Community Development Block Grant)	Renters, Homeless, Special Needs, Low-Income Areas, Home Owners	Continue and expand publicly supported rehabilitation and accessibility improvements.	Number of rental units rehabilitated		350	5
			Number of home owner units rehabilitated		150	200
Provide down payment assistance for home ownership (Community Development Block Grant)	Home Owners	Assist low-income residents with the first time purchase of a home.	Households assisted with direct assistance to home buyers		10	50
Remove barriers to affordable and supportive housing (Community Development Block Grant)	Renters, Home Owners, Homeless, Low Income Area Non Homeless Special Needs	Support programs that assure housing opportunities are provided without discrimination. Support Housing Policy Board. Update Fair Housing Plan.	Maintain Housing Policy board		Yes	Yes
			Number of fair housing events		20	5
			Maintain fair housing services		Yes	Yes
			Update Fair Housing Plan		Yes	Yes

-67-

## Examples of Developments built on Land Acquisition for Affordable Housing Program Sites in Eugene

	<p><b>Willakenzie Crossing</b> <i>Cornerstone Community Housing 2012</i></p> <ul style="list-style-type: none"> <li>• 56 affordable rental units for persons earning 50% of AMI and below. 16 units set-aside for persons with developmental disabilities (New Construction)</li> <li>• Local contribution: \$185,000 in Eugene SDC waivers, land, \$34,067 in EWEB SDC waivers, Eugene property tax exemption</li> <li>• \$680,000 in HOME funds, landbank site was \$487,500 in CDBG</li> <li>• Leveraged resources: \$6,771,342 in Low-income Housing Tax Credits, \$1.2 million loan from NOAH, and more.</li> <li>• Cost per unit: \$169,619.09</li> </ul>
	<p><b>Stellar Apartments</b> <i>St. Vincent de Paul Society of Lane County 2013</i></p> <ul style="list-style-type: none"> <li>• 54 affordable rental units for families, individuals, veterans, and seniors at or below 50% of median income (New Construction)</li> <li>• Local contribution: City of Eugene provided \$233,144 in SDC waivers, land, property tax exemption, and green building funds</li> <li>• \$860,000 HOME funds, landbank site was \$420,500 in CDBG</li> <li>• Leveraged funds: \$7,378,262 in Low-income Housing Tax Credits, \$178,000 in GHAP, \$1,100,000 private bank loan</li> <li>• Cost per unit: \$189,216</li> </ul>
	<p><b>Bascom Village Phase I</b> <i>St. Vincent de Paul Society of Lane County 2015</i></p> <ul style="list-style-type: none"> <li>• 53 affordable rental units for families, individuals, and seniors at or below 50% of median income (New Construction)</li> <li>• Local contribution: \$297,454 in Eugene SDC waivers, land, property tax exemption</li> <li>• \$410,274 in permanent HOME funds, landbank site was \$580,000 in CDBG, \$750,000 HOME interim construction loan</li> <li>• Leveraged funds: \$8,019,000 in Low-income Housing Tax Credits, \$467,948 in Affordable Housing Program funds, \$800,000 private bank loan</li> <li>• Cost per unit: \$197,303</li> </ul>

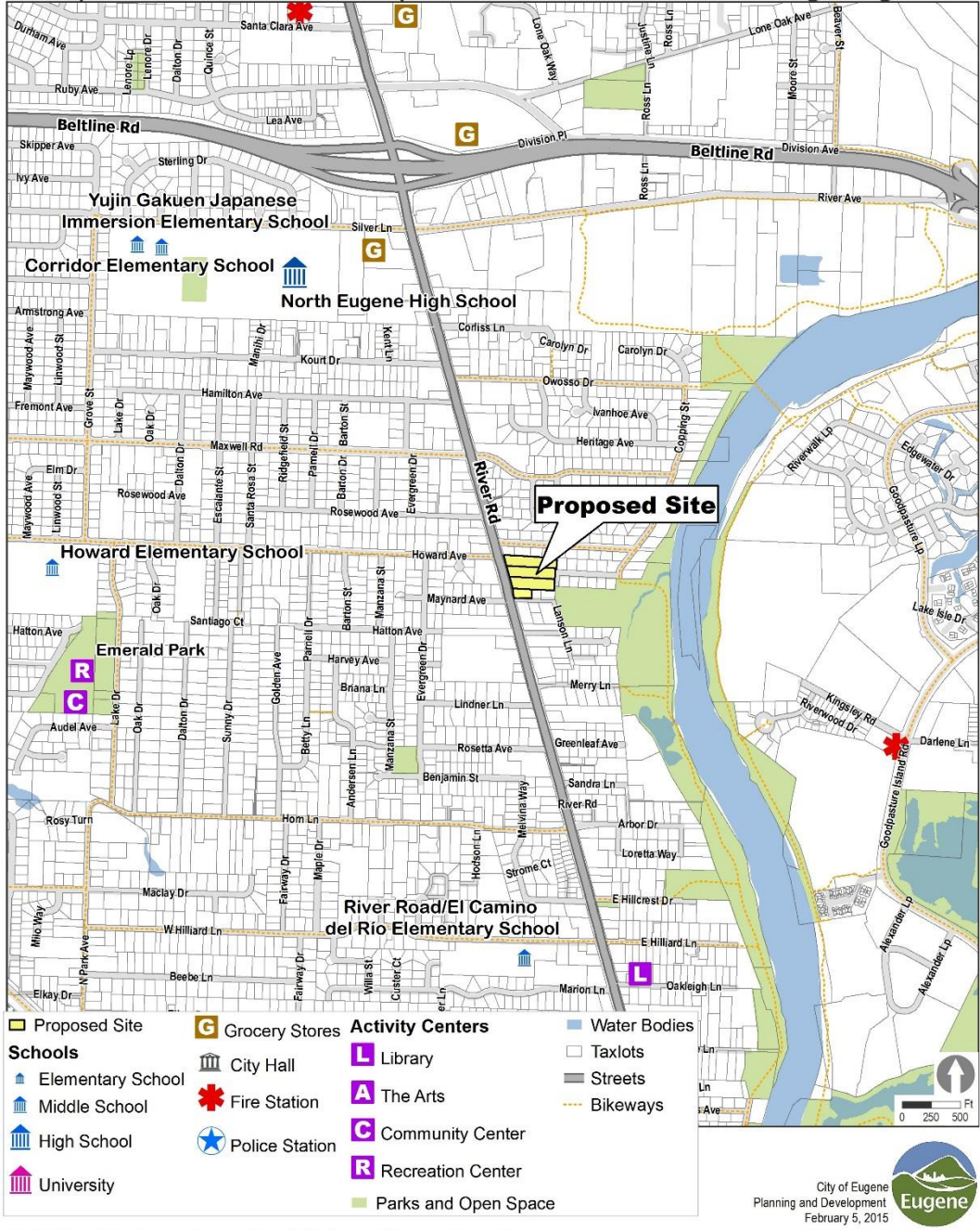


# Land Acquisition Program for Affordable Housing

-69-



# Proposed Site for Land Acquisition for Affordable Housing Program



-70-

Caution: This map is based on imprecise source data, subject to change, and for general reference only.

# 1515-1525 River Road, Eugene, Oregon



-71-

■ Eugene City Limits   ■ Proposed Site Taxlots   □ Taxlots

Aerial Imagery: 2013  
Caution: This map is based on imprecise source data, subject to change, and for general reference only.

# Completed Developments

-72-





# Turtle Creek



-73-

# Prairie View



Photograph by Ken Gutmaker

# Willakenzie Crossing



-75-

# Bascom Village Phase I



-76-

# 1515-1525 River Road, Eugene, Oregon



-77-

■ Eugene City Limits   ■ Proposed Site Taxlots   □ Taxlots

Aerial Imagery: 2013  
Caution: This map is based on imprecise source data, subject to change, and for general reference only.

