

EUGENE CITY COUNCIL

AGENDA ITEM SUMMARY



Work Session: Envision Eugene - Implementation

Meeting Date: December 14, 2011
Department: Planning and Development
www.eugene-or.gov

Agenda Item Number: A
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ISSUE STATEMENT

The 7th pillar of Envision Eugene is titled “Provide for Adaptable, Flexible and Collaborative Implementation.” This work session is an opportunity to explore and consider how adaptable and flexible implementation may be achieved in the future. A copy of this pillar and its associated strategies and tactics is included as Attachment A.

While pillar 7 addresses a broad range of concepts, this work session will focus on the monitoring, evaluation, and adjustment of factors that affect the future supply and demand of land.

BACKGROUND

The City is legally required to establish a Eugene-only urban growth boundary (UGB) that includes enough residential, commercial and industrial land to accommodate 20 years of Eugene’s projected population growth. Envision Eugene is describing how we want to grow, creating a community vision of what Eugene will look like in the future, and identifying strategies and actions necessary to implement this vision.

There are many “unknowns” when creating a 20-year plan. For some variables, such as the population projection, state law specifies the way cities must address the uncertainty. For other variables, assumptions and projections must be utilized to forecast the future. With the involvement of the Technical Resource Group (TRG), a sub-committee of the Community Resource Group, these assumptions and projections have been thoroughly vetted to ensure that they are well-informed. However, there is no way to eliminate all uncertainty and some of the assumptions and projections are still only best guesses at what the future will hold. Only with the passage of time will it be known whether past assumptions and projections were correct. It is possible that, after 10 years, it is found that some of the assumptions and projections differ significantly from what has actually occurred. To ensure that the City continues to have a reliable plan that is based on relevant information, a robust system of monitoring, evaluation and adjustment must accompany the plan.

- **Monitoring:** The City will conduct on-going data monitoring and data collection of the factors that influence the supply and demand for land. Attachment B is a detailed list of the types of issues that can be tracked and the specific data that will be monitored. While data related to many of these factors can be collected fairly easily, some factors may require new data collection

systems. Further discussion about the value of investing in these data collection systems is needed.

Periodic reporting of the relevant data will be produced for public review. Corvallis currently provides a monitoring report on limited factors that influence their land supply. This report is provided every one to two years and can be found at this [link](#). While it is anticipated that Eugene will monitor more factors than those contained in the Corvallis report, the format of the report is a useful example of how the information can be made accessible.

- **Evaluation:** The collected data from the ongoing monitoring program must be evaluated within the context of Eugene's land supply and future need. At least every five years, an evaluation will be conducted to compare assumptions and projections that were used in determining Eugene's land need with actual results. Any factors that vary substantially from the original estimate will be flagged for further tracking, analysis and possible adjustment.
- **Adjustment:** At least every 10 years, the City will consider the need for adjustments to the Envision Eugene strategies. These adjustments are intended to correct assumptions that differ substantially from actual occurrences and have an effect on the demand or supply of land. Making adjustments more frequently than a 10-year interval is not recommended due to the natural cycles of development activity. Short-term booms or busts are not necessarily indicative of longer-term development trends and over-correcting for natural cycles in the market should be avoided. However, exceptions to the 10-year interval may be necessary. For instance, if new code is enacted that has a significant impact on the amount of buildable land available, an adjustment in the land supply may be necessary at the same time.

Adjustments may include expanding the Urban Growth Boundary to address a shortage of land needed to meet an unanticipated demand or extending the land supply horizon. An adjustment may also be necessary if the incentives and strategies that are aimed at encouraging redevelopment along the transit corridors and key commercial areas are not successful. In that case, new strategies and incentives may need to be considered to meet the land need for multi-family and commercial development. As many of these incentives may take 10-plus years to take effect, adjustments are not recommended on a more frequent basis.

In order to ensure this cycle of monitoring, evaluation, and adjustment is followed, policies should be adopted into Eugene's Comprehensive Plan.

NEXT STEPS

Staff will continue to refine the list of data needs and put in place the systems necessary to begin collection and monitoring. Draft policies will be refined based on City Council feedback and additional inputs.

RELATED CITY POLICIES

Growth Management Policies

COUNCIL OPTIONS

No action is required on this item. Therefore, no options are suggested.

CITY MANAGER'S RECOMMENDATION

No action is required on this item. Therefore, no recommendations are offered by the City Manager.

SUGGESTED MOTION

No action is required on this item. Therefore, no motions are suggested.

ATTACHMENTS

- A. Envision Eugene Pillar 7: Provide for Adaptable, Flexible and Collaborative Implementation
- B. Data to be Collected for Ongoing Monitoring (DRAFT)

FOR MORE INFORMATION

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Envision Eugene

Provide For Adaptable and Flexible Implementation



To help ensure that the goals of Envision Eugene are realized to their full potential, the following strategies will be undertaken as cornerstones of implementation:

1. Create an ongoing monitoring system to collect and track key information.

- Identify specific plan goals and objectives to be monitored, such as housing mix
- Identify types of data needed to collect to support monitoring, such as population growth, densities, types and numbers of housing units constructed, job growth and rate of land consumption

2. Develop systems for tracking the key information described above, and producing clear, publically available reports, for the purpose of continuous evaluation of the effectiveness of the Envision Eugene strategies.

3. Create a dynamic Eugene-specific comprehensive plan to address emerging needs.

- At least every 5 years, evaluate the effectiveness of the Envision Eugene strategies
- At least every 10 years, consider the evaluations and determine whether the comprehensive plan and implementation tools should be adjusted
- Consider phasing of public services to expansion areas in accord with monitoring and evaluation results
- Identify and respond to any impacts that future regulations and programs may have on the buildable land supply

Envision Eugene

As a result of Envision Eugene, we will have a local plan that reflects the community's vision for the next twenty years, and implementation tools that will help us achieve this vision. Since this plan is based on future projections, it will need to be dynamic enough to address the changing conditions. New trends, changes in laws or policies or shifts in community preferences could impact the community's ability to achieve this vision. To ensure that our plan and tools remain effective and relevant, ongoing monitoring, evaluating and adjusting must occur.

Collaboratively plan and partner with surrounding jurisdictions and agencies.

4. Continually evaluate and regularly adjust regulations through a collaborative ongoing code simplification program.

5. Collaboratively plan and partner with surrounding jurisdictions and agencies on such efforts as regional public facilities and services, regional transportation/climate planning, and protection of high-value farm land and natural resources.

6. Develop an implementation tool, such as design review or through Opportunity Siting, to support efficient and flexible review of development proposals that address the needs identified in Envision Eugene and have broad neighborhood support.



Envision Eugene public map room

Design Review

In recognition that it is difficult to regulate good design, some very well designed projects may not meet all of a City's prescribed design standards. Design Review provides an alternate review process that allows design flexibility, where proposals can respond to the intent of the prescribed design standards and creatively meet or exceed these standards.

Best Outcomes - Statements from Community Resource Group Participants

"We develop a thoughtful plan that takes into account the entire community's point of view."

"Policies can be generated which are implemented by the City Council so that planning efforts and visions have a chance to become a reality."

Data to be Collected for Ongoing Monitoring (DRAFT)

Issue/Goal/Objective	Key Factors/Data
Population	<ul style="list-style-type: none"> ▪ PSU annual estimate (extrapolate for UGB)
Supply of Available Land	<ul style="list-style-type: none"> ▪ Acres of vacant and partially vacant land (by Plan Designation)
Residential Development Trends (permit data)	<ul style="list-style-type: none"> ▪ Type of land developed (vacant, partially vacant, developed) (redevelopment rate) ▪ Density ▪ Structure type (e.g., duplex, apartment, cottage cluster, alley-access, secondary dwelling, mfg. home) ▪ Structure size (total sq ft) ▪ Lot size (and number/type of lot where relevant) ▪ Plan Designation/Zoning ▪ Location ▪ Net to gross
General Residential Trends	<ul style="list-style-type: none"> ▪ Vacancy rate ▪ Household size ▪ Group quarters ▪ Demolitions ▪ Subsidized units ▪ MUPTE units ▪ Units in Opportunity Siting areas
Housing Mix	<ul style="list-style-type: none"> ▪ Number of single-family detached units constructed ▪ Number of single-family attached units constructed ▪ Number of multi-family units constructed
Housing Affordability	<ul style="list-style-type: none"> ▪ Housing cost as percentage of income (US Census) ▪ Average wage ▪ Housing and transportation affordability index*
Employment Development Trends (permit data)	<ul style="list-style-type: none"> ▪ Type of land developed (vacant, partially vacant, developed) ▪ Density (Oregon QCEW data) ▪ Structure type (single use versus mixed use) ▪ Structure size (total sq ft) ▪ Lot size ▪ Plan Designation/Zoning ▪ Location ▪ Net to gross ▪ Home office/non-employment zone* ▪ Use type (office, retail, industrial)
General Employment Trends	<ul style="list-style-type: none"> ▪ Employment growth forecast ▪ Number of jobs (* if for Eugene only) ▪ Average wage (* if for Eugene only) ▪ Unemployment rate (* if for Eugene only) ▪ Vacancy rate*
Regional Indicators	<ul style="list-style-type: none"> ▪ Residential construction data in surrounding cities* ▪ Residential sales/price data in surrounding cities*
Other Monitoring of Pillar Strategies	<ul style="list-style-type: none"> ▪ 20-Minute Neighborhood Index*
Other New Data	<ul style="list-style-type: none"> ▪ Building footprint (GIS)* ▪ Parking spaces ▪ Vehicle trips

*New and/or difficult collection method needed.