

**AGENDA COVER MEMO**



May 25, 2018 (Memorandum Date)

June 12, 2018 (Work Session Date)

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TO: Board of County Commissioners

DEPARTMENT: Public Works / Land Management Division

PRESENTED BY: Lindsey Eichner, Senior Planner

AGENDA ITEM TITLE: Introduction to City of Eugene Urban Reserves Planning Project

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I. AGENDA ITEM SUMMARY

City staff will provide the Board of Commissioners with an overview of the Urban Reserves Planning Project.

II. BACKGROUND/IMPLICATIONS OF ACTION

A. Board Action and Other History

The Board of Commissioners adopted the expansion of the City of Eugene's Urban Growth Boundary on August 8, 2017 (Ordinance No's PA1345, PA1347, and 17-03).

On May 17, 2018 and June 5, 2018 City staff provided work sessions for the Lane County Planning Commission.

B. Policy Issues

Eugene City Council and the Board of Commissioners both directed staff to move forward on this project. Policy issues will be determined through the process. At key decision points, items will be brought before the City Council and the Board for direction.

C. Board Goals

The Eugene Urban Reserves project supports the following Lane County Strategic Value:

Vibrant Communities: 2.b. Pursue programs and practices that reduce impacts on and leverage the natural environment to enhance livability and economic development, by conducting a thorough analysis of areas the community chooses for possible expansion areas for the City of Eugene.

D. Financial and/or Resource Considerations

Work on the proposed Urban Reserves Planning Project will be conducted as a component of the Land Management Division's Metro and Small City Coordination Work Program. Funding for these activities is provided through economic development (video-lottery) allocations.

E. Health Implications

None at this time. As the project progresses, all implications will be reviewed and considered. When any health implications have been identified, staff will alert the Board at the following next work session or hearing.

F. Discussion

State law provides a tool for cities to designate lands as "urban reserves" outside of their Urban Growth Boundaries (UGB) for potential future growth areas. This is a special designation for lands outside the UGB that can be considered a first priority if and when a city needs to expand its UGB for a growing population. State law allows cities to plan for up to 50 years of projected population growth through urban reserves, allowing up to 30 years beyond the adopted (20-year) UGB. Similar to a UGB, urban reserves are intended to include land needed for housing and jobs, as well as public lands such as parks, schools and other services. Land designated as urban reserves remains rural land, and cannot be urbanized, unless it is brought into a city's UGB through the formal process for UGB expansion.

Lane County staff have partnered with City of Eugene staff on this project, as any potentially designated urban reserves will be located in the County's jurisdiction. Land Management staff participate on the project management team and attend monthly coordination meetings. Lane County staff and City of Eugene staff will continue to work closely together throughout the life of the project.

City of Eugene staff have prepared a memo explaining the project, see Attachment 1.

The focus of this work session is to explain what urban reserves are, the importance of them for the future of the City of Eugene and Lane County residents, as well as the proposed project outline. Staff will be available for questions and will be requesting feedback on the materials provided.

III. ATTACHMENTS

Attachment 1. Memo from City of Eugene

# AGENDA ITEM SUMMARY



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## Urban Reserves Planning

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Meeting Date: June 19, 2018  
City of Eugene Planning and Development  
[www.eugene-or.gov](http://www.eugene-or.gov)

Contact: Rebecca Gershow  
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### ISSUE STATEMENT

Staff will provide the Lane County Board of Commissioners with an overview of the Urban Reserves Project, including the Draft Project Charter (Charter) and Draft Public Involvement Plan (PIP). The work session is informational and no action is requested.

### BACKGROUND

On July 20, 2015, as part of the Eugene City Council's direction on the urban growth boundary, staff was directed to begin urban reserves planning, and to bring a proposed urban reserve area back for City and County consideration within two years of UGB acknowledgement (**Attachment A**). As the UGB was acknowledged by the state of Oregon in January 2018, following Eugene and Lane County's co-adoption in July and August 2017, staff is planning to bring forward an urban reserves proposal for City Council and Board of Commissioners consideration by January 2020. If directed by decision makers to begin the formal adoption process, staff will then prepare a complete adoption package and schedule the first formal public hearing by fall 2020.

Staff is also working on a growth monitoring program which will provide us with better data for evaluating how we are growing. This timeline presumes that we will complete the urban reserves adoption process before the City Council reviews the first growth monitoring report and considers revisiting the UGB three (3) years after state acknowledgement, in January 2021. The intent is to provide Council with better options for expansion if they choose to do so at the three-year review. Lane County will have an important role in co-adopting any UGB expansion considered by the City of Eugene.

### Why Plan for Urban Reserves?

Eugene is growing, but our future rate of population growth is uncertain and our best predictions are likely to be wrong. If we grow faster than anticipated, we want to be prepared with a plan to grow in the best places and in the ways that align with our community's values. Without urban reserves in place, future UGB expansions would likely be limited by state law to county "exception areas" and "non-resource" land. Much of the land that falls within these two categories is already developed to some degree, with a low likelihood of redevelopment if brought into the UGB (and

significant owner opposition to inclusion in the UGB). Our past UGB expansion-area studies have shown that most of these exception areas and non-resource lands do not meet our community's needs for growth. For example, many are smaller, non-contiguous, or partially-developed parcels. Many are also unaffordable to build on due to the high cost of providing services such as water and sewer, or offer poor transportation access, connections to neighborhood amenities and public services such as transit.

This is an urgent problem because we believe that when we re-examine the need to expand our UGB in less than three years, the most recent population forecast will show a higher 20-year population for Eugene<sup>a</sup> than was used in the UGB analysis. If urban reserves are not in place, and it turns out we have a need to expand, our only option would most likely be to expand onto these exception areas and non-resource lands.

Another important problem we face in planning for our future is land speculation. Without urban reserves in place, rural property owners outside Eugene's UGB don't know whether or not their property may become an option for future expansion. Our state planning goals say we should support farm and forest uses, however some owners are unsure if they should continue investing in those uses (for example new farm infrastructure) if their property may be urbanized. Or, the price of land outside the UGB may go up if investors buy the land hoping it will be urbanized someday.

Similarly, local government agencies such as Eugene, Lane County, and other service providers like water and fire districts are faced with uncertainty about how this land outside of the UGB will be used in the future.

State law provides a possible solution by allowing cities to designate lands as "urban reserves." This is a special designation for lands outside the UGB that can be considered a first priority if and when a city needs to expand its UGB for a growing population. State law allows cities to plan for up to 50 years of projected population growth through urban reserves, meaning up to 30 years beyond the adopted (20-year) UGB. Similar to a UGB, urban reserves are supposed to include land needed for housing and jobs, as well as public lands such as parks, schools and other services. Land designated as urban reserves remains rural land, and cannot be urbanized, unless it is brought into a city's UGB through the formal process for UGB expansion.

Based on the most recent (2015) Portland State University forecast, Eugene would be allowed to designate urban reserves needed to serve up to an additional 50,000 people (the approximate, projected population growth between 2032 and 2062). With urban reserves in place, when the need arises we could then— according to state law —identify areas for UGB expansion that best meet our community's long-term needs and values.

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<sup>a</sup> The 2009 Lane County-adopted population forecast used in Eugene's current UGB adoption process shows about 34,000 new residents in the 20 year period of 2012-2032; the 2015 PSU population forecast shows about 40,000 new residents in the 20-year period of 2015-2035.

It is for this reason that in 2015 Council directed staff to prepare an urban reserves proposal for City and County consideration within two (2) years of state acknowledgement of the UGB, or by January 2020. This timeline presumes that we will complete the urban reserves adoption process before the City Council considers the first growth monitoring report and any potential changes to the UGB three (3) years after state acknowledgement (January 2021).

Designating urban reserves in advance of future UGB expansions will allow the City to more effectively and efficiently consider growing into areas that best serve our community's needs. Urban reserves can help land owners surrounding our city plan for the future by clarifying which properties will be reserved for possible urban use and which ones will not. With urban reserves in place, we can consider the full range of desired outcomes in our future expansion areas, such as building new 20-minute neighborhoods with a mix of housing types affordable to all income levels. Eugene's future neighborhoods can be located and designed so that transportation facilities and public utilities are provided in a cost efficient manner that aligns with the seven pillars of Envision Eugene.

Any future UGB expansions onto urban reserve lands will still be guided by state law, requiring a rigorous study of 20 year land needs responding to up-to-date population forecasts and growth monitoring reports produced by the City's new growth monitoring program.

### **Failure to Reach Resolution**

Failure to reach an agreed upon urban reserve proposal would leave our community, and region, with fewer options for planning for future growth. Rural property owners and residents would face continued uncertainty about where future growth may occur, with potential impacts to private investments in farming, forestry, and other uses. In addition, failure could mean more expensive and less effective provision of critical public services such as fire protection, transportation, electricity, and water resources, with higher costs for local residents and jurisdictions when land is brought into the UGB. Higher costs of services and development also reduces our community's ability to produce future housing and jobs, and may increase the cost of future housing.

### **How Will We Get There?**

The urban reserves project will be completed in five phases as described in the Draft Project Charter and Draft Public Involvement Plan. Each phase is designed to build on the previous one, including: project initiation, technical analysis, development of options, proposed urban reserves, and formal adoption process. We are currently in Phase 1, project initiation. A key component of project initiation is the development of these project planning tools and the initial project feedback from agency decision-makers. This is shown graphically in the Draft Urban Reserves Outreach Process (**Attachment B**).

**We can't prepare for growth and change without alignment with our County partners, surrounding rural residents, and a myriad of utility and special district service providers.** The City is committed to the deep involvement of our community and a collaborative approach to solving challenging public policy issues. As part of urban reserve planning, state law requires the City to develop formal agreements with the County and service providers, specifying which agency

is responsible for providing services such as land use and building permit review, as well as sewer, water, fire protection, parks, transportation and stormwater. Effective collaboration with our partners will be critical to reach resolution on the necessary agreements.

## **PROJECT CHARTER**

A project charter is a project management and planning tool that is used to clearly define all aspects of a project and to create understanding and buy-in among those implementing the project, including partners and agency leadership. It is a consolidated source of project information, as well as an agreement between project partners. The Urban Reserves Planning Draft Project Charter (**Attachment C**) is based on national best practices and adapted to our local needs to boost our community's success in making important decisions about complex issues. The Project Charter is co-signed by City and County staff.

## **Project Assumptions**

From a technical standpoint, the Charter outlines major work products and how these will be created. It also provides assumptions, or sideboards that are essential to delivering the project on time. For example, the urban reserves project *will carry forward the development density and housing mix assumptions from the recent UGB analysis*. These will be revisited when the first growth monitoring report is complete in 2021, per Council direction. Also as directed by Council in 2015, the urban reserves project *will use the most current population forecast in place*, which is the 2015 Portland State University forecast for Eugene and Lane County. A new forecast is expected in 2019, and those latest projections will be used in our growth monitoring reports and any future UGB expansion analysis.

State law allows communities to set aside land for urban reserves anywhere between 10 and 30 years beyond the UGB (in our case, between 2042 and 2062). Determining the preferred time frame or planning period will be a key policy choice that will affect the size and location of our urban reserves.

## **County Decision-Making**

The Charter describes the different roles and responsibilities of participants in the planning process. The Eugene City Council and Lane County Board of Commissioners have joint decision-making authority in the urban reserves project, including the following:

- Review and provide input on the Public Involvement Plan and Project Charter
- Receive updates and provide direction to the Project Management Team throughout the planning process
- Provide direction on a proposed urban reserve option (by January 2020)
- Convene public hearings, consider the Planning Commission recommendations, and act to adopt by Ordinance the urban reserves proposal as spelled out in state statute (Fall 2020).

In addition to the Board of Commissioners' formal role in the decision-making process, County staff are also active participants in urban reserves planning. County staff are key participants on the Project Management Team (PMT), which is a small core team of City and County staff tasked with carrying out the project in accordance with the project charter. The PMT has been meeting

monthly since January. County staff will also be participating on the Project Policy Team, Technical Analysis Committee, and Service Provider Working Group, comprised of technical staff from the City, County and affected service providers, whose primary charge will be developing intergovernmental agreements pertaining to the provision of services in the urban reserves.

### **PUBLIC INVOLVEMENT PLAN**

The Public Involvement Plan (PIP) is included as **Attachment D**. It includes a summarized work plan focusing on the public engagement strategies at each milestone in urban reserves planning. The PIP:

- describes multiple opportunities and different ways people can engage in the planning process;
- details how individuals and organizations with a stake in the outcome of Urban Reserves can effectively participate and help shape the plan; and
- is consistent with the City's Public Participation Guidelines and State Planning Goal 1.

The urban reserves project team is committed to a public engagement process that is meaningful, accountable, inclusive, transparent, realistic, and outcome-oriented.

While the Project Charter outlines the work program and timeline for the planning process, the Public Involvement Plan describes the outreach strategies for each phase of the planning process. As shown in the planning process timeline, there are five major phases in the project, and community engagement takes place during all phases. The PIP includes a detailed outreach process graphic that illustrates when key engagement opportunities take place, how they are sequenced, and how they help shape the project.

The project's timeline includes holding community meetings (or groups of meetings) up to four times. The bulk of the engagement will occur prior to delivering a proposal to Council and the Board of Commissioners, although there will also be engagement to communicate and refine the proposal, as necessary, through the formal adoption process.

In-person engagement opportunities will be coordinated with online engagement to allow us to hear from a wide-range of participants including those not interested or able to attend public meetings. The first meeting will be large drop-in open house in a central location in coordination with other planning projects, while others may be smaller meetings near different rural residential neighborhoods in the study area.

We will also send out regular project updates through a variety of methods, including email, city newsletters and social media. A draft list of project stakeholders is included in the PIP; this list will be added to and refined during project initiation.

### **AGENCY INPUT**

The Board of Commissioners' role in this early stage of project development includes reviewing and providing input on the Project Charter and Public Involvement Plan. Staff met with the Eugene Planning Commission on May 8, the Lane County Planning Commission on May 15 and June 5, and

the Eugene City Council on June 11. The Eugene Planning Commission had a few clarification questions but was generally supportive of the project approach. One commissioner suggested further highlighting the project assumptions and approach, especially regarding density and housing mix, to ensure it is understood and agreed to by Council. The Lane County Planning Commission had several questions, including whether the Board of Commissioners was supportive of the urban reserves concept, and how the urban reserve process relates to future urban growth boundary analysis work. As our time was limited, we are going back to the Lane County Planning Commission for a follow-up discussion on June 5. Updates on the second County Planning Commission meeting, and the City Council meeting will be provided to the Board of Commissioners on June 19.

### **NEXT STEPS**

Following the Board of Commissioners meeting, we will be taking the Public Involvement Plan back to the Eugene Planning Commission, which serves as the City's Citizen Involvement Committee, for consideration of approval of the Public Involvement Plan on June 25.

At the same time, staff is continuing to move the project forward, as documented in Phase 1: Project Initiation, in the Project Charter and Public Involvement Plan. We are continuing to refine the project budget and timeline, and are contracting with consultants for initial work. We are also establishing project committees and groups that will begin meeting in phase 2, developing a communications plan, and continuing to build our interested parties list and [project website](#).

### **SUGGESTED MOTION**

None; informational only.

### **ATTACHMENTS**

- A. Envision Eugene Housing Update AIS (July 20, 2015)
- B. Urban Reserves Draft Outreach Process Graphic
- C. Urban Reserves Planning Draft Project Charter
- D. Urban Reserves Planning Draft Public Involvement Plan

### **FOR MORE INFORMATION**

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# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




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### Work Session: Envision Eugene Housing Update

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Meeting Date: July 20, 2015  
 Department: Planning and Development  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: A  
 Staff Contact: Robin Hostick  
 Contact Telephone Number: 541-682-5507

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#### **ISSUE STATEMENT**

Portland State University recently issued a new population forecast for cities in Lane County. The City Council is now asked to decide how to move forward with establishing the residential urban growth boundary (UGB).

#### **BACKGROUND**

On January 28, 2015, the council directed staff to proceed with a UGB expansion for jobs, parks and schools. At the council's last work session regarding the housing component of the Envision Eugene project (April 27, 2015), the council discussed two options for using the new State population forecasts and directed staff to return for direction after the new forecasts were finalized. Those forecasts were finalized at the end of June.

"Option A," presented at the April 27 council work session, was to simply finish the UGB work already underway using the 2009 population forecast. "Option B" was to extend the timeline for UGB adoption to update the data based on the new (2015) population forecast. Since the April 27 work session, City staff has continued to talk with interested parties. There now appears to be broad stake-holder support for a third hybrid option.

#### **Hybrid Option**

This hybrid option presents the most effective use of the new population forecast to address the community's need for a buildable land supply that is financially accessible to Eugene's workforce population as expeditiously as possible. For reasons rooted in Oregon's complicated land use laws, these community interests are best met by a hybrid option that includes all of the following components:

#### **Establish a Baseline UGB**

- Establish a "baseline" UGB for a 2012-2032 planning period to separate Eugene from Springfield. This baseline UGB will be based on the data and analysis gathered and vetted through the Envision Eugene project (including the population forecast adopted by Lane County in 2009).

- Target for City and County consideration of the proposed baseline UGB: 2016. This will require immediate, intense staff work on the residential land UGB analysis to put it back on the same time line as for employment, parks and schools.

### **Update Needed Housing Regulations**

- Update the City's procedures and approval criteria for needed housing applications (applications to develop housing in areas identified for housing in the City's BLI and HNA).
- Target for City consideration of proposed updates: within one year of State acknowledgement of the baseline UGB.

### **Establish Urban Reserves**

- Establish urban reserves that identify the land surrounding Eugene that can be used for UGB expansions as needed to meet the City's land needs based on growth from 2012-2062, based on the PSU population forecast finalized in 2015 (a forecasted 2062 population of 267,947).
- Target to initiate City work on urban reserve planning: immediately, beginning with identification of resources to make the establishment of urban reserves a highest priority.
- Target for City and County consideration of the proposed urban reserves: within two years of State acknowledgment of the baseline UGB.

### **Monitor / Report on Residential Growth**

- Provide the City Council with a monitoring report that updates the supply of buildable residential land and the community's need based on the most recently finalized PSU population forecast.
- Target for delivery of report to City Council: three years after State acknowledgment of baseline UGB (instead of the five-year monitoring interval indicated in the TRG's draft monitoring program).

### **Action to Address Results of Monitoring**

- Expand the UGB to the extent indicated by the monitoring report, to add urban reserve land to the UGB as needed to meet the City's residential land needs for a new 20-year planning period, based on the PSU population forecast in place at the time this UGB work is initiated.
- Target for initiation of work on a proposal to expand the UGB onto urban reserve land (to the extent indicated by the monitoring report): immediately upon State acknowledgment of Eugene's urban reserves.
- Target for City and County consideration of the proposal to expand the UGB (to the extent indicated by the monitoring report): within three years of State acknowledgment of urban reserves.

### **Allocate Funds**

- Allocate \$750,000 to enable the City to hire consultants and/or staff to conduct the analysis required to create and implement a growth-monitoring program and to establish urban reserves while ensuring that long-awaited neighborhood planning can still take place.

**COUNCIL OPTIONS**

- A. Direct the City Manager to finish the UGB work already underway using the 2009 population forecast (Option A).
- B. Direct the City Manager to use the new population numbers in new analysis in order to establish the UGB (Option B).
- C. Direct the City Manager to move forward with the “Hybrid Option” described in this agenda item summary (AIS).

**CITY MANAGER’S RECOMMENDATION**

The City Manager recommends moving forward with the “Hybrid Option” described in this AIS.

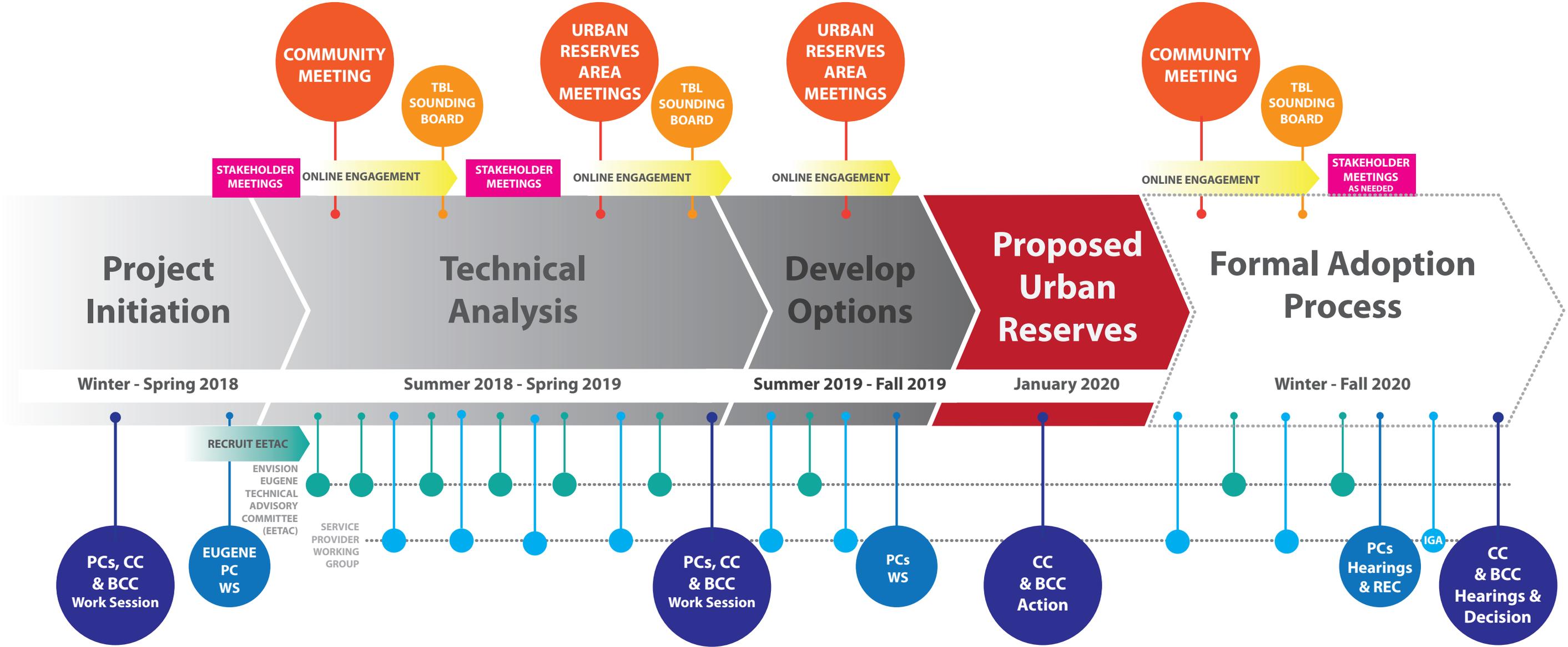
**SUGGESTED MOTION**

Move to direct the City Manager to prepare an urban growth boundary adoption package and to take the other actions that are part of the “Hybrid Option” as described in this AIS.

**FOR MORE INFORMATION**

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# URBAN RESERVES OUTREACH PROCESS



**ABBREVIATION KEY:**

- TBL = Triple Bottom Line
- PCs = Lane County and City of Eugene Planning Commissions
- CC = City of Eugene City Council
- BCC = Lane County Board of Commissioners
- EETAC = Envision Eugene Technical Advisory Committee
- IGA = Intergovernmental Agreements
- WS = Work Session
- REC = Recommendation

# Urban Reserves Planning

## Draft Project Charter



May 2018

**Project Title:** Urban Reserves Planning

**Project Charter Author:** Rebecca Gershow

**Creation Date:** add when signed

**Last Revision Date:** May 8, 2018

**Project Origin:** Council direction 7/20/2015, Envision Eugene strategy

**Project Sponsors:** Robin Hostick (City of Eugene Planning Director), Lydia Kaye (Lane County Director of Land Management)

**Project Manager:** Rebecca Gershow, Senior Planner

**Project Team Members:** Included herein

**Project Charter Status:** Pending

**Proposed Project Start and End Date:** Winter 2018-Winter 2021 (approx. 3 years)

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### Overview/Purpose

#### *Project Background*

The Envision Eugene community vision identified seven pillars or community values to guide long range planning in our community. Direction on how to set the urban growth boundary (UGB) for 2032 was provided by the City Council in 2015 and 2016. As part of the Council's 2015 direction on planning for housing, they specifically directed staff to begin longer term urban reserves planning, and to bring a proposed urban reserve area back to Council for their consideration within two years of UGB acknowledgement. Since the UGB was acknowledged by the state of Oregon in January 2018, staff is targeting a deadline of January 2020 to provide the City Council and Board of Commissioners with an urban reserves proposal to consider. After receiving direction, staff will move forward with the formal adoption process. This project charter details the process envisioned for successful delivery of the project.

#### *What are Urban Reserves?*

State law allows cities to designate lands outside the adopted UGB as urban reserves. This is a special designation for lands outside the UGB that can be considered a first priority if and when a city needs to expand its UGB for a growing population. State law allows cities to plan for up to 50 years of projected population growth through urban reserves, meaning up to 30 years beyond the adopted (20-year) UGB. Similar to a UGB, urban reserves are supposed to include land needed for housing and jobs, as well as public lands such as parks, schools and other services. Land designated as urban reserves remains rural land, and cannot be urbanized, unless it is brought into a city's UGB through the formal process for UGB expansion.

Eugene's urban growth boundary, adopted by Eugene and Lane County, is planned to accommodate Eugene's land needs for 20 years, during the planning period of 2012-2032. Based on the UGB horizon of 2032, urban reserves will identify the additional land that Eugene is likely to need between the minimum (10) and maximum (30) years after 2032, or as late as 2062, as allowable under state law.

### ***Why Plan for Urban Reserves?***

Eugene's future rate of population growth is uncertain, and our best predictions are likely to be wrong. If we do grow faster than anticipated, we need to be prepared with a plan to grow in the best places and in the ways that best align with our community values. Currently, future UGB expansions in Eugene would likely be limited by state law to "exception areas," or lands that are already developed to some degree. Studies show that most of these lands fall short of important goals and may not meet our community's needs. For example, they may be unaffordable due to the high cost of providing utilities such as water and sewer, and offer poor access to neighborhood amenities and public services such as transit.

This is an urgent problem because our City Council has directed us to re-examine our UGB three years after our UGB is acknowledged by the state. This direction says we should use the most recent population forecast available at the time, which we anticipate will show a significantly higher 20-year population for Eugene<sup>1</sup> than we are currently considering. If it turns out we have a need to expand at that time and Council chooses to do so, we would most likely have no choice but to expand onto the above-described exception lands. Having an urban reserves designation in place at that time will allow the City to more effectively and efficiently consider a UGB expansion onto urban reserve land that will meet our community's needs and values.

In addition, urban reserves can help land owners surrounding the urban growth boundary plan for the future by clarifying which properties will be reserved for possible urban use and which ones will not. Similarly, once urban reserves are established, Eugene and Lane County and service providers like EWEB, LTD, and others will be better able to plan for the costs and coordination needed to serve future neighborhoods with public facilities and services.

Any future UGB expansions onto urban reserve lands will still be guided by state law, requiring a rigorous study of 20 year land needs responding to up-to-date population forecasts and growth monitoring reports produced by the City's new growth monitoring program.

### ***Building on Recent Efforts***

Because of the tremendous amount of work that went into determining the need for and location of the 2032 urban growth boundary, a great deal of information has been gathered regarding the City's surrounding land. The project will need to identify lands for the housing, parks, schools, and jobs needed by Eugene's population in the long term future, while achieving the area's high expectations for regional open space and preservation of significant farmland, waterways, natural resources and landscapes. The City and County are now well equipped to build off of recent work to determine future urban reserves.

### ***Process***

The urban reserves process is enabled by state law. The planning process will be a collaborative effort among community members, property owners, stakeholder groups, the City of Eugene, Lane County, and regional utility and service providers.

The planning process will answer the following questions:

*How much land will Eugene need to house and employ new residents between 2032 and 2062?*

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<sup>1</sup> The 2009 Lane County-adopted population forecast used in Eugene's current UGB adoption process shows about 34,000 new residents in the 20 year period of 2012-2032; the 2015 PSU population forecast shows about 40,000 new residents in the 20-year period of 2015-2035.

Portland State University forecasts a 2062 population of 267,947 for Eugene. We will update our land supply projections using these 2015 PSU certified population projections, adopted housing mix assumptions and updated employment growth rate numbers, and project them out 10-30 years beyond the UGB horizon of 2032, as allowable by state law.

*Which lands around Eugene are best suited to meet our community's needs and values for urban uses in the future?*

Building off of recent work, we will develop a study area and analyze land suitable for inclusion in an urban reserve. This is a multistep process; we will follow the steps in OAR 660-021-0010 and build off of the expansion analysis used for determining land suitable for inclusion in the UGB.

*What are the community's preferences in planning for urban reserves that meet the long term vision and needs of Eugene's future population?*

We will engage community members, service providers, public agencies and community groups at key decision-points throughout the process to determine the preferred planning period, location and size of an urban reserve.

Staff will provide the City Council and Lane County Board of Commissioners an opportunity to act on a proposal for urban reserves by January 2020. Once direction is given on a preferred urban reserves area, staff will prepare documents for formal adoption with the goal of scheduling the first Planning Commission public hearing within six months, and providing an opportunity for local action by December 2020.

Urban reserves must be established cooperatively through intergovernmental agreements between the City, County and special districts serving or projected to serve the urban reserve area. Each jurisdiction will need to adopt agreements at or before the time of Urban Reserve designation. The final Urban Reserve ordinance will be adopted by both the City of Eugene and Lane County, and must be acknowledged by the State Division of Land Conservation and Development.

### ***Failure to Reach Resolution***

Failure to reach an agreed upon urban reserve proposal would leave our community with fewer options for future growth of our city and prevent us from realizing our values and vision. The City would be less prepared to respond to uncertainties in population growth, resulting in impacts to current and future residents. Property owners and residents would face continued uncertainty about where future growth may occur, with impacts to private investments in farming, forestry, and other uses. In addition, failure could mean more expensive and less effective provision of critical public services such as fire protection, transportation, electricity, and water resources, with higher costs for local residents and jurisdictions. Higher costs for services and development also reduce our community's ability to produce future housing and jobs, and may increase the cost of future housing.

## **Goals**

The goal of the project is to designate Urban Reserves for long term growth (up to 30 years beyond the 2032 UGB) in Eugene that:

1. Supports the pillars of Envision Eugene and advances the community vision beyond the 2032 UGB.

2. Reflects deep collaboration among the City, County, community, and service providers through both technical/agency-based and community-based planning activities.
3. Establishes a clear vision for Eugene’s growth beyond the 2032 UGB, and provides strategies necessary to enable development in the urban reserve area in line with the community’s long term vision.
4. Identifies tools and strategies to implement the area’s regional open space vision, including preservation of significant farmland, waterways, natural resources and landscapes.

## Objectives

The following objectives are specific, measurable outcomes of success for this project.

1. The urban reserve proposal will be consistent with the Envision Eugene community vision, statewide planning goals, guidelines, rules and statutes, and local policies and codes, as demonstrated through findings at the time of urban reserve adoption.
2. The proposal will receive recommendations of approval from both Eugene and Lane County Planning Commissions.
3. Intergovernmental agreements between Eugene, Lane County, and special districts serving or projected to serve the designated urban reserves, such as water and electricity, wastewater, transportation and fire protection, will be completed.
4. Urban Reserves will be adopted by the Eugene City Council and Lane County Board of Commissioners.
5. Eugene’s Urban Reserves will be acknowledged by the state Department of Land Conservation and Development.

## Milestones/Timeline

Urban Reserves Planning Process Summary Timeline											
2018				2019				2020			
Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall
Project Initiation											
	Technical Analysis										
					Develop Options						
								*UR Proposal			
								IGA & Adoption Process			
Community Engagement											

\*The target for City and County consideration of proposed urban reserves is within 2 years of UGB acknowledgement, or January 2020.

## Project Scope

The Urban Reserves Project is a process to adopt an urban reserves area in coordination with the development of our growth monitoring program, so as to strategically position the city of Eugene for smart growth consistent with our needs and values into the future. Five main phases of work are anticipated, as described below. There will be extensive public involvement throughout the project, as described in the Public Involvement Plan.

### 1. Project Initiation, winter-spring 2018

Development of a Project Charter and Public Involvement Plan (PIP) are the first steps of the project. Staff will take these deliverables to the City and County Planning Commissions, City Council and Board of County Commissioners for their review, discussion and input. The documents will be refined, and the Eugene Planning Commission will approve the PIP. City and County staff will jointly sign the Project Charter.

Following this initial input, we will introduce the broader public to the project and build a strong base of participation. The major communication methods for the project will be implemented during project initiation, and used throughout the planning process.

In this phase, we will also establish the three inter-jurisdictional committees comprised of community volunteers, leaders and staff who will contribute to project decision-making. They will have specific roles related to technical review, policy review, and service provision.

### 2. Technical Analysis, summer 2018-spring 2019

The purpose of the technical analysis is to determine how much the city will need to grow between 2032 and 2062, and to inform and assist the City and County in evaluating potential urban reserve areas to meet these identified growth needs. The information in the technical analysis will help the City and County determine which areas within the selected study area merit further consideration as candidates for inclusion in the urban reserves. The approach has three steps; the third step being the most lengthy:

- a) Update the Envision Eugene Land Sufficiency Model to determine land need projections for population growth between 10 and 30 years beyond our 2032 UGB;
- b) Determine the study area size necessary for evaluation of land for possible inclusion in urban reserves, based on the land need projections;
- c) Evaluate the study area land for inclusion in urban reserves consistent with the priorities listed in OAR 660-021-0030, and the locational factors of Statewide Land Use Goal 14.<sup>2</sup> As part of this work, we will develop a preliminary analysis of how much, and where, future growth can best be accommodated within the study area. The analysis will include factors such as:
  - i. study area characteristics;

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<sup>2</sup> According to OAR 660-021-0030, the process used for determining urban reserves is similar to determining an urban growth boundary. Land is prioritized using the same categorization methodology as shown in the UGB Study Area map's priority land categories.

Deleted b/c urban reserves are actually 1<sup>st</sup> priority, Exception lands 2<sup>nd</sup>, marginal lands 3<sup>rd</sup>, farm & forest 4<sup>th</sup>. But I don't think we need to include this detail.

- ii. planned and existing land uses;
- iii. surrounding land uses;
- iv. constraints (factors that reduce the amount of developable land), including protected lands and committed public lands;
- v. public facility serviceability (including wastewater, water, transportation and stormwater);
- vi. other existing and potential services to the study area (including transit, fire, electric, schools);
- vii. capacity analysis for future housing, parks, schools and jobs; and
- viii. consideration of locational factors described in Goal 14, which include:
  - 1) Efficient accommodation of identified land needs;
  - 2) Orderly and economic provision of public facilities and services;
  - 3) Comparative environmental, energy, economic and social consequences; and
  - 4) Compatibility of the proposed urban uses with nearby agricultural and forest activities occurring on farm and forest land outside of the UGB.

### **3. Develop Urban Reserve Area Options, summer-fall 2019**

In phase 3, we will refine draft options for urban reserves based on the technical analysis of phase 2, and begin developing intergovernmental agreements with area service providers. We will develop two or more growth scenario alternatives within the study area that will identify areas for the additional land that Eugene is likely to need between 10 and 30 years after 2032, or as late as 2062. We will engage community members, service providers, public agencies, community groups and our elected and appointed leaders to determine the preferred planning period, location and size of an urban reserve and develop preliminary intergovernmental agreement content.

### **4. Urban Reserve Area Proposal, January 2020**

By January 2020, an urban reserve proposal incorporating the above input will be brought forward to the Eugene City Council and Lane County Board of Commissioners for their consideration. The decision makers will have the opportunity to direct staff on the urban reserve timeframe, area, and preparation of an adoption package.

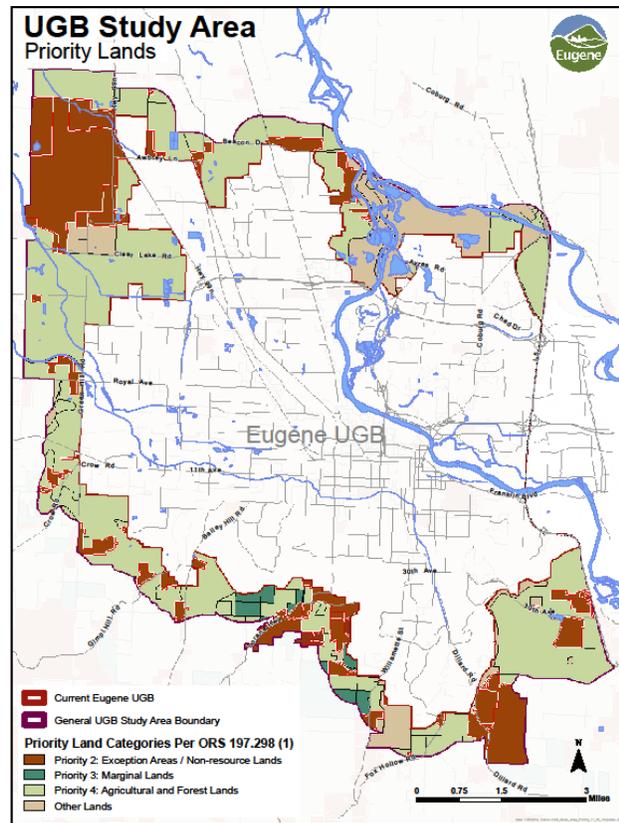
### **5. Formal Adoption Process and IGA development, February-December 2020**

The final phase of the project includes the development of urban reserve agreements (or intergovernmental agreements/IGAs) among Eugene, Lane County, and the special districts serving or projected to serve the proposed urban reserve area. These agreements will need to be signed by each jurisdiction at or prior to the time of urban reserve designation. Other work in this phase includes refining the urban reserve proposal based on Council and Board of Commissioners input, ordinance development, metro plan and comprehensive plan amendments (including metro plan boundary review), and the development of a complete Urban Reserves adoption package with findings, for recommendations by City and County Planning Commissions, and adoption consideration by the City Council and Board of County Commissioners in a formal public hearing process. Public engagement in this phase will focus on communicating the City and County direction on urban reserves to the community in order to ensure that it meets community-wide goals and objectives.

### Geographic Area

OAR 660-021-0030 directs cities to study lands adjacent to, or nearby, the urban growth boundary for suitability for inclusion within urban reserves, according to established priorities. “Nearby” land is defined as land that lies wholly or partially within a quarter mile of an urban growth boundary.

The urban reserves process will start with the UGB expansion study area established for Envision Eugene, which is at a minimum one half mile from the UGB. All potential expansion areas studied from 2012-2016 will be included, such as the Russel Creek basin (LCC basin), Bailey Hill/Gimpl Hill area, Crest/Chambers area, and Greenhill/Willow Creek (DAG Trust) area, in addition to lands in-between these previously studied areas. Without further study, it is unclear if this initially-proposed area will be adequate to provide enough land to meet Eugene’s future needs. The Project Management Team (PMT) may recommend changing the study area boundary to include more or less land, based on the land need projections and consultant or DLCDC recommendations.



### Deliverables

Below is a list of summarized project deliverables. Project deliverables correspond with public engagement opportunities as described in the Public Involvement Plan and in the Outreach Process graphic.

Deliverable	Target	Description	Lead/Support
<b>PREPARATORY DELIVERABLES</b>			
Project Charter	June 2018	Clear articulation of Project goals and objectives, scope of work and decision making process	Gershow/PMT
Public Involvement Plan	June 2018	The Public Involvement Plan will establish the best means to reach the diverse constituencies across the community during key engagement opportunities or decision-making events	Gershow/PMT
Working timeline and budget	ongoing	More details added as project scope is refined	Gershow/PMT

<b>INTERMEDIATE PROJECT DELIVERABLES</b>			
Public Engagement Materials, Activities and Summaries	ongoing	Implementation of public engagement plan and documentation of results, compiled as a series of public engagement summaries	Gershow/ Stuart/PMT
Land Need Projections Report	July 2018	Update of the Envision Eugene Land Sufficiency Model to determine land need projections for 10-30 years beyond the 2032 UGB	Gershow/ O'Donnell/ Consultants/ PMT
Urban Reserve Study Area Map	August 2018	Determination of study area size necessary for evaluation of land for possible inclusion in urban reserves, based on land need projections	Gershow/ Evans/PMT
Study Area Data Bank	Summer-Fall 2018	Collect/update and refine relevant study area data, including but not limited to GIS layers, wetland determination, infrastructure costs and serviceability	Gershow/ Consultants/ Evans/PMT
Urban Reserve Study Area Evaluation Report	Draft Winter 2019; Refinement Spring 2019	Develop a preliminary analysis of how much, and where, future growth can best be accommodated within the study area. Evaluate the study area for inclusion in urban reserves consistent with the OAR and Goal 14	Gershow/ Consultants/ Evans/PMT
Urban Reserve Options	Draft Sum. 2019; refinement Fall 2019	Develop two or more growth scenario alternatives for urban reserves based on between 10 and 30 years of land needs from 2032	Gershow/ Evans PMT
Draft Urban Reserve Proposal	Nov 2019	Draft proposal for Urban Reserve Area based on above analysis and input to Eugene and County Planning Commissions	Gershow/ PMT
Draft Service Provider Agreement Points	Nov 2019	Draft service provider agreement points re: sewer, water, fire protection, parks, transportation and storm water	Gershow/ County staff/Service Providers/PMT
<b>FINAL DELIVERABLES</b>			
Urban Reserve Proposal	January 2020	Provide materials necessary for Eugene City Council and Lane County Board of Commissioners direction to staff on a preferred urban reserve timeframe and area, and preparation of an adoption package.	Gershow/ Stuart/ County Staff/PMT
Urban Reserve IGAs	Fall 2020	Final service provider intergovernmental agreement(s)	Gershow/ County /Service Providers/PMT
Urban Reserve Adoption Package	Fall 2020	Provide materials necessary for adoption of Urban Reserves Ordinance and by the Eugene City Council and Lane County Board of Commissioners	Gershow/ Stuart/Jerome / County Staff/ PMT
Delivery of materials for DLCDC Acknowledgement	After local action is taken	Provide materials necessary for acknowledgement of Urban Reserve Area by the state	Gershow/ Jerome

## Key Stakeholders

The list of urban reserves stakeholders is lengthy and iterative, and will build off of the list used for Envision Eugene. Pro-active outreach to a diverse array of stakeholders—from the general public to area service providers—is essential in order for the project to succeed. Broad participation will be critical for meeting project goals and objectives and building trust within the community.

Project stakeholders include study area and near-by property owners, residents, housing interests, business owners and employees, farmers, organizations and advocacy groups, institutions, local public agencies and service providers, and state agencies, among others.

The project will reach out to under-represented populations by collaborating with other planning processes, organizations, and agencies that have established communication networks. Materials, meetings, and input methods will strive to meet the needs of the entire community. More information can be found in the Public Involvement Plan, including a draft stakeholder list, which will be updated throughout the project.

## Public Involvement Plan

The Public Involvement Plan (PIP) includes a menu of best practices for public engagement at project milestones. The PIP will be consistent with the City's recognized *Principles for Public Participation*. People will be given multiple opportunities and different ways to engage the planning process, reflecting that each individual has different levels of interest in involvement.

The Eugene Planning Commission and City Council and Lane County Planning Commission and Board of Commissioners will review the PIP, and the Eugene Planning Commission will approve the plan in their capacity as the City's Citizen Involvement Committee. Please refer to the Draft Public Involvement Plan for complete information.

## Decision Making Process

### *Urban Reserves Planning Process Structure*

The foundation for Urban Reserves planning is the Envision Eugene community vision, which is the result of intensive work with the community over many years. A successful urban reserves planning process will depend on a strong City-County collaboration, including robust participation and deep engagement from community residents, stakeholders, Lane County, and other service providers within the potential urban reserves area. Below are the different roles and responsibilities of participants in the planning process:

### **General Public and Key Stakeholders:**

Most members of the *general public* are anticipated to engage in the process passively or occasionally (e.g., reading stories in the media, newsletter articles, taking online surveys, and/or attending workshops, neighborhood meetings or larger public events). *Key stakeholders* are likely to engage more actively or consistently; they will take time to get more deeply involved because the project affects them significantly. In addition to the examples above, they may also participate in interviews or small group meetings. Both groups may generate ideas and offer solutions to address concerns; they may also provide feedback on proposed urban reserves options.

**Subject-Area Experts and Organizations:**

Individuals, organizations or groups representing a specific interest or specialty area will be engaged in the urban reserves process through meetings, phone calls, the Technical Analysis Committee, or the Service Provider Working Group (see below). Examples of interest areas include:

- Parks, Open Space, and Natural Resources
- Climate and Hazard Resiliency
- Agriculture, Forest Resources
- Utilities and Infrastructure (water and electricity, transportation, wastewater, stormwater, fire and police)
- Schools
- Housing
- Economic Development/Jobs
- Fiscal Analysis

**Service Provider Working Group:**

City and County staff, along with technical staff and boards of directors of urban reserve area service providers will collaboratively develop intergovernmental agreements pertaining to the provision of land use regulations, building code administration, wastewater, water, fire protection, parks, transportation and stormwater. Different agreements will be needed at the time of urban reserve designation and upon inclusion of part or all of the reserves within Eugene's urban growth boundary. The Service Provider Working Group will be developed to discuss service provision in the urban reserve area, develop the IGAs, and act as liaisons to their agency leadership. A preliminary list of service providers is included in the Public Involvement Plan stakeholders list.

**Envision Eugene Technical Advisory Committee (EETAC):**

Originally designed to specifically serve the Growth Monitoring Program, the scope of the EETAC will be expanded to include City-wide growth management initiatives related to growth monitoring, including Urban Reserve Planning. The EETAC will review project assumptions, technical analysis, and development of options. They will provide feedback to staff on technical-related issues, maintain institutional memory regarding assumptions and analysis related to long-term growth management-related efforts (monitoring, urban reserves, expansion), and will review technical information used to inform policy decisions. EETAC members will be asked to think about long-term community-wide growth implications, and will represent their areas of interest and/or organizations around Eugene as well as the interests of the community as a whole. EETAC members will be appointed by the City Manager. They will represent varied voices from across the community with diverse interests and areas of expertise, and will include Planning Commission, Sustainability Commission and City Council representation. County representation will be encouraged.

**Triple Bottom Line Sounding Board:**

The Triple Bottom Line, or TBL, is a framework the City of Eugene is using to reach its sustainability goals. It's designed to help us think about and explore the environmental, equity and economic impacts, benefits and trade-offs of our decisions. In addition to the technical work described in this project charter, there are numerous city- and county-wide policy directives that impact project-level actions. To ensure consistency among the diverse directives and ensure representation of broader community perspectives in the Urban Reserves project, a Triple Bottom Line Sounding Board will be convened from

existing boards, committees and commissions. The sounding board will be comprised of representatives of at least the following:

- City of Eugene Human Rights Commission
- City of Eugene Planning Commission
- City of Eugene Sustainability Commission
- Eugene Area Chamber of Commerce Local Government Affairs Council
- Eugene Water and Electric Board
- Housing Policy Board
- Lane County Planning Commission
- Lane County Transportation Advisory Committee
- Lane Transit District Strategic Planning Committee

The Sounding Board is charged with communicating with the Project Management Team to:

- Employ a metro area-wide perspective;
- Provide advice, feedback, and critical review of policies and project ideas;
- Provide advice and input on how best to reach community members and their topic-specific constituencies;
- Act as liaisons to the groups they represent, providing information and soliciting feedback to keep them informed and engaged in the project.

**Eugene Planning Commission and Lane County Planning Commission:**

- Review and provide input on the Public Involvement Plan and Project Charter
- Eugene Planning Commission will approve the Public Involvement Plan
- Receive updates and provide input on draft documents throughout the approximately 3-year planning process
- Make final recommendations to adopting bodies, Eugene City Council and Lane County Board of Commissioners.

**Eugene City Council & Lane County Board of Commissioners:**

- Review and provide input on the Public Involvement Plan and Project Charter
- Receive updates and provide direction to the PMT throughout the 3-year planning process
- Convene public hearings, consider the Planning Commission recommendations, and act to adopt by the Ordinance the Urban Reserves proposal as spelled out in state statute.

***Formal Adoption Process***

Once the planning process runs its course, the draft proposal must be taken through the formal adoption process. This engages the City Council, Lane County Board, and both the City and County Planning Commissions. The following list includes those decision-making steps where a specific action must be taken by a particular party:

**1. Public Involvement Plan**

*FINAL ACTION:* Eugene and Lane County Planning Commissions, Eugene City Council and Lane County Board of Commissioners review, and Eugene Planning Commission, serving as the Citizen Involvement Committee, approves plan.

## 2. Project Charter

*FINAL ACTION:* Eugene and Lane County Planning Commissions, Eugene City Council and Lane County Board of Commissioners review, and City and County staff finalize and sign the Charter.

## 3. Direction on Urban Reserve Options

*INTERIM ACTION:* Eugene and Lane County Planning Commissions review and provide input on urban reserve options. Staff will bring a proposed urban reserve option to the City Council and Lane County Board of Commissioners for their consideration and action.

## 4. Intergovernmental Agreements

*FINAL ACTION:* Eugene, Lane County, and other service providers in the proposed urban reserves area approve and sign IGAs prior to final urban reserves designation.

## 5. Final Urban Reserve Proposal

*FINAL ACTION:* Eugene and Lane County Planning Commissions will hold public hearings on the proposed urban reserve designation and provide a recommendation to the Eugene City Council and Lane County Board of Commissioners. The Council and Board of Commissioners will hold public hearings, deliberate, and consider adoption of urban reserves by separate Ordinance. Staff will attempt to convene Joint Work Sessions and Public Hearings to maximize interjurisdictional coordination and public involvement.

## 6. Acknowledgement by DLCD

*FINAL ACTION:* Acknowledgement of the Urban Reserve area by the state.

## Coordination Protocol

This section addresses the internal decision-making process, and establishes a structure that keeps all necessary players involved in creating, reviewing, or approving products so the project reaches a successful outcome. Specific individuals may change during the life of the project. This section also outlines the process for making amendments to this charter.

## INTERNAL COORDINATION

### ***Project Policy Team:***

PPT members are agency leaders and staff liaisons to the participating TBL Sounding Board groups. They act as liaisons, providing project information to elected and appointed officials and agency leadership. They also provide high-level policy direction and allocate staff resources to the project. There are no standing meetings of the PPT; members will be consulted with individually and will receive regular email updates from the Project Manager.

<b>Name</b>	<b>Title / Area of Expertise</b>	<b>Department</b>
Sarah Medary	Executive Director	Eugene Public Works
Denny Braud	Executive Director	Eugene Planning & Development
Kristie Hammitt	Assistant City Manager	Eugene City Manager's Office
Dan Hurley	Executive Director	Lane County Public Works

Lydia Kaye	Division Manager	Lane County Land Management
Aurora Jackson	General Manager	Lane Transit District
Frank Lawson	General Manager	Eugene Water and Electric Board
Robin Hostick	Planning Director	Eugene Planning and Development
Jennifer Van Der Haeghen	Manager	Eugene Office of Human Rights & Neighborhood Involvement
Stephanie Jennings	Manager, Housing Programs	Eugene Community Development Division
Chelsea Clinton	Sustainability Analyst	Eugene City Manager's Office
David Reesor	Transportation Planning Manager	Lane County Public Works

**Project Management Team (PMT):**

A small core team of City and County staff tasked with carrying out the project in accordance with the Project Charter. The PMT will make crucial decisions in a timely manner, handle day-to-day operations, and be the face of the project with community members and groups, committees, and decision-making bodies. The PMT meets regularly to make crucial decisions in a timely manner. At this point, the PMT is comprised of the following:

City of Eugene		
Name	Title / Area of Expertise	Department
Rebecca Gershow, Project Manager	Senior Planner	City PDD/ Planning
Lindsey Eichner/Keir Miller	Senior Planner	Lane County Land Management
Terri Harding	Principal Planner	City PDD/Planning
Robin Hostick	Planning Director	City PDD/ Planning
Emily Jerome	Land Use Attorney	City Attorney's Office
Heather O'Donnell	Senior Planner	City PDD/Planning
Philip Richardson	Parks Planning	City Public Works/POS Planning
Audrey Stuart	Planning Analyst	City PDD/Planning

**Technical Analysis Committee (TAC):**

Technical Analysis Committee members provide technical support as needed to the Project Management Team and the Service Provider Working Group. Responsibilities may range from significant work on project components to periodic assistance; taking lead staff roles in developing intergovernmental agreements; assigning other staff project tasks; and vetting ideas and policies for feasibility in balance with budgets and other City/County/agency priorities.

The Technical Analysis Committee is comprised of City, County and partner agency staff. Additional agencies will participate in the Service Provider Working Group. The list here reflects current thoughts; staff may not have committed to participating in the project yet. These seats may be filled by designees or a permanent replacement without formal amendment to the Charter.

City of Eugene		
Name	Title / Area of Expertise	Department
Matt Rodrigues	Traffic Engineer	City PW/ Traffic Operations
Rob Inerfeld	Transportation Planning Manager	City PW/ Engineering

Therese Walch	Engineer/ Stormwater management	City PW/ Engineering
Carolyn Burke	Parks Planning/ Open Space visioning	City PW/ POS
Anne Fifield	Economic Development planning, fiscal analysis	City PDD/ Comm Dev
Rene Kane	Neighborhood Planner	Office of Human Rights & Neighborhood Involvement
TBD	Land Use Code	City PDD/ Planning
Jen Knapp	Graphic design	City PDD/ Planning
Thea Evans	GIS Analyst/Planner	City PDD/ Planning
TBD	Police captain or other	Eugene Police Department
Teri Higgins	Wastewater	PW Engineering
Michael Wisth	Recycling and Solid Waste	PDD Green Team
TBD	Building code administration	PDD/Building Permit Services
Lindsey Selser	Communications	City PDD
TBD	Fire Department staff	Eugene-Springfield Fire Dept.
<b>Other partner agencies (partial list)<sup>3</sup></b>		
<b>Name</b>	<b>Title / Area of Expertise</b>	<b>Organization/Department</b>
Becky Taylor	Sr. Transportation Planner	Lane County PW
Sasha Luftig	Sr. Project Manager	Lane Transit District
Laura Farthing	Project Manager	EWEB Water
Jeannine Parisi	Government Affairs Manager	EWEB Government Affairs
David Richey	GIS	LCOG
Ellen Currier	GIS/Growth Modelling	LCOG

## CHARTER AMENDMENTS

Charter amendments are occasionally necessary to ensure the Charter remains current and relevant throughout the project. City and County members are signatory to the charter.

- For major amendments, such as a change to the timeline or removal of a previously agreed upon deliverable, the *Project Management Team* must review and recommend the change by a super-majority. The signatories of the Charter will review and confirm any major amendments.
- For minor amendments, such as changing members of the Technical Advisory Committee, the PMT is empowered to make those amendments administratively.

## Project Budget

The following explains the funding amount, sources of funding, and the status of those funds. It is very general at this point. Project and budget tracking tools are being developed to manage the project and monitor funding. Cost estimates are being developed and refined in coordination with detailed tasks. A detailed budget will be developed that is beyond the scope of the charter.

### City of Eugene funds allocated by City Council in June 2015: \$750,000

At this point in the project, costs include:

- Full-time Senior Planner/Project Manager; hired for a 3 year limited duration position

<sup>3</sup> For additional partner agencies, see the list of “Service Providers and Local Governments in or Adjacent to the Potential Urban Reserves Area” in the Public Involvement Plan (p. 7).

- Half-time Planning Assistant; in the process of being hired for a limited duration position
- Planning staff time in support of the Economic Cartography project currently under contract with Urban 3 consultants
- Consultant work to develop the land need analysis (contract forthcoming)

Additional costs may include:

- Growth scenario modeling software
- Consultant work to assist with targeted public engagement activities
- Consultant work to update data in the urban reserve study area
- Consultant or staff work to evaluate land for inclusion in urban reserves

Other direct costs:

- Mailings, printing, postage for public noticing, workshop materials, venue rental, food, advertising

## **Assumptions & Policy Background**

This section explores the potential unspoken factors that affect a project, its validity, execution or acceptance in the community.

### **Envision Eugene Process**

There is a long history of planning for urban growth across Oregon, as every city is required by State law to plan for a 20-year land supply within its urban growth boundary. During Envision Eugene, there was intense interest in residential growth and opposing views about the need to expand the UGB for housing. The preliminary UGB proposal (in 2014) included a small expansion for low density housing, and the proposal was limited to ‘exception areas’ – places zoned by the County for rural residential, commercial, or industrial uses. These areas would be costly to serve, unlikely to develop at urban densities given existing development patterns, and did not meet a variety of other policy goals such as creating walkable neighborhoods and access to transit. During public review of the expansion proposal, an error was discovered in the way the capacity assumptions had been applied to the land supply. Correcting the error erased the need to expand. The Homebuilders Association questioned the conclusion that no expansion was needed, and also questioned earlier assumptions about the adequacy of the residential land supply.

One of the outcomes of discussions with the Homebuilders and others concerned about the adequacy of Eugene’s residential land supply was the proposal to begin work on urban reserves once a baseline UGB was acknowledged by the state. Urban Reserves affords our community a way to consider all of the land surrounding Eugene and weigh and balance the best places for growth beyond the 20 year Envision Eugene planning horizon. This process would enable options for property owners interested in coming into the UGB but who currently have land that is not exception land (e.g. their land is farm, forest, or Goal 5 constrained land), if the City’s need is bigger than exception lands can accommodate.

### **Participation by Lane County**

County residents, elected and appointed officials, and administrative staff are all affected by urban reserves directly. Lane County has delegated to the City through an intergovernmental agreement all responsibility for planning, zoning, and permitting within the UGB, but questions and issues still remain

with regard to jurisdictional roles within the Metro Plan Boundary and any future Urban Reserve area. These include the ability of land owners to request plan amendments if they are included in an urban reserve, and how agencies should provide services in urban reserve areas. In addition, some County Planning Commission members have expressed concerns and raised questions about the urban reserve process, and the benefits or drawbacks of engaging in it.

A Lane County Planning Commission work session on urban reserves was held in September 2017 to begin the process of understanding the issues and potential impacts on County interests. Ongoing updates and work sessions will continue throughout the life of the project. In order to achieve urban reserves, issues and questions will ultimately need to be resolved, with specific service questions addressed in intergovernmental agreements.

## **Constraints**

The following are potential factors that may limit our ability to carry out the project or to fully achieve the project goals.

### **City's relationship with County residents**

Past issues related to jurisdictional authority, representation, UGB expansion and annexation have strained relationships between the City and some County residents, both inside the UGB (for example in River Road and Santa Clara) and outside (for example in the expansion study areas in the Russel Creek/LCC basin, Bailey Hill/Gimpl Hill area, and Crest/Chambers area). Planning staff is continually striving to build trust and lay the foundation for collaboration with residents and County officials, most recently through the UGB expansion study process and the River Road Santa Clara planning process.

### **City relationship to neighborhood residents, neighborhood associations, and Homebuilders Association**

Envision Eugene engaged thousands of Eugene residents, and the resulting community vision is widely supported. But as the vision begins to be implemented, and in this case applied to a longer time frame and bigger population and geographic study area, it will be tested. All of the issues that were surfaced during the early Community Resource Group process may come up again, such as how to accomplish compatible infill housing in existing neighborhoods, how to design and fund development along key corridors, and how to increase good paying jobs and affordable housing options. It will be critical to clarify the project scope and what is or is not included in urban reserves planning. For the most part, assumptions made about future growth during Envision Eugene will need to be kept constant for urban reserves to complete the project in the allotted timeframe. Thorough analysis and updating, if necessary, of growth assumptions and trends will occur once we have the first growth monitoring report. Neighborhood associations, residents, and the Homebuilders Association are examples of groups that have a stake in the outcome and will be critical to nurture relationships with for a good project outcome.

### **Adequate staffing and funding**

The project has an ambitious timeline and substantial funding, but there are many unknowns in this new-to-Eugene process and many other priorities on the Planning Division's work plan. Urban Reserves planning will require rigorous and lengthy analysis. It will also require attention from city staff across the organization, as well as inter-agency partners. These staff will have competing demands on their time

within their own organizations. Therefore, the project management team must be judicious in involving key partners in an efficient and productive manner, and use project management tools such as this charter, a timeline and budget, and project communications structure to keep the work on track.

## **Dependencies**

The urban reserves work is tied to the UGB adoption package, ongoing city wide comprehensive planning, and rules and laws set by the state of Oregon. In addition, agencies other than the City of Eugene have big roles, including Lane County as a joint decision maker and EWEB as a major service provider. Coordination protocols, milestones and decision points will need to be established with sufficient detail at the beginning of the work so problems (see risks below) can be avoided to the degree possible.

## **Risks**

This final section describes special risks that may interfere with project delivery, and provides mitigation options to avoid foreseeable risks.

### **50 Years is a Long Time**

It will be difficult for some stakeholders to grapple with the long term planning involved with urban reserves, while growing pains are still occurring inside the UGB. It is hard to get people to care about up to 50 years in the future when new development is proposed around the corner. In addition, urban reserves will not address all questions that community members may have about how our community will look in 50 years. The project will need clear, consistent messages that speak to the value of longer term planning and clearly explain what the project is doing and *not* doing, and why.

#### *Mitigation*

- Project updates to Planning Commissions and decision makers in spring 2018 work sessions will cover the goals and benefits of the project and its relationship to other work.
- Project management tools like a timeline and budget, public involvement plan, and communications plan will help lay a clear path to the desired outcome for the project.
- Members of the Envision Eugene Technical Advisory Committee, Triple Bottom Line Sounding Board and Service Provider Working Group will help communicate about the project with their varied constituencies.

### **Public Participation Fatigue or Confusion**

There will be several long range city-wide projects going on at the same time, in particular urban reserves may be confused with future growth monitoring or recently completed UGB expansion planning. Getting the public, and also agency staff and public officials to pay attention to multiple projects at once is always challenging.

#### *Mitigation*

- The Project Management Team and other staff will coordinate regularly in order to maintain open lines of communication, ensure consistent messaging about our related projects, and coordinate staffing.

- The project initiation phase in spring 2018 will develop a communications strategy, including a project website, fact sheets to address FAQs, and information about other projects that include project summaries and how to find more information.
- Members of the Envision Eugene Technical Advisory Committee, Triple Bottom Line Sounding Board and Service Provider Working Group will help communicate about the project with their varied constituencies.

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## Approvals (sign/date)

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Robin Hostick, Project Sponsor  
Planning Director, City of Eugene Planning Division

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Lydia Kaye, Project Sponsor  
Division Manager, Lane County Land Management

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Rebecca Gershow, Project Manager  
Senior Planner, City of Eugene Planning Division

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# Urban Reserves Planning

## Draft Public Involvement Plan

May 2018



The Public Involvement Plan (PIP) includes a summarized work plan focusing on the public engagement strategies at each milestone in the Urban Reserves project. The PIP:

- describes multiple opportunities and different ways people can engage in the planning process;
- details how individuals and organizations with a stake in the outcome of Urban Reserves can effectively participate and help shape the plan; and
- is consistent with the City's Public Participation Guidelines and Statewide Planning Goal 1.

The best plans adapt to new information and opportunities, so at key points in the process, the Public Involvement Plan should be reviewed and updated as needed. Along with the Project Charter, staff will take the Public Involvement Plan to the City and County Planning Commissions, City Council and Board of County Commissioners for their review, discussion and input. Both documents will be refined, and the Eugene Planning Commission, as the City's public involvement committee, will approve the Public Involvement Plan.

### Goals of the Public Involvement Plan

The Project Management Team, made up of City and County staff, is committed to a public engagement process that is:

- **Meaningful:** We will use the input received to help craft the urban reserves proposal
- **Accountable:** We will respond to ideas, critique, comments, and praise
- **Inclusive:** We will strive to communicate with all stakeholders, including under-represented groups, in ways that people understand and can relate to
- **Transparent:** We will make decisions public and share information in a variety of ways
- **Realistic:** We will inform people about the project's constraints, scope and timeline
- **Outcome-oriented:** We will create a community-supported and City/County-adopted Urban Reserve

The City of Eugene's [Public Participation Guidelines](#) will guide the project from start to finish, including the Values for Public Engagement:

- Careful Planning and Preparation
- Inclusion and Demographic Diversity
- Collaboration and Shared Purpose
- Transparency and Trust
- Impact and Action
- Sustained Engagement and Participatory Culture

## Public Involvement Process

The Project Charter outlines the work program and timeline for the planning process; the Public Involvement Plan describes in more detail the outreach strategies for each phase of the planning process. As shown in the graphic below, there are five major phases in the project, and community engagement takes place during all phases.

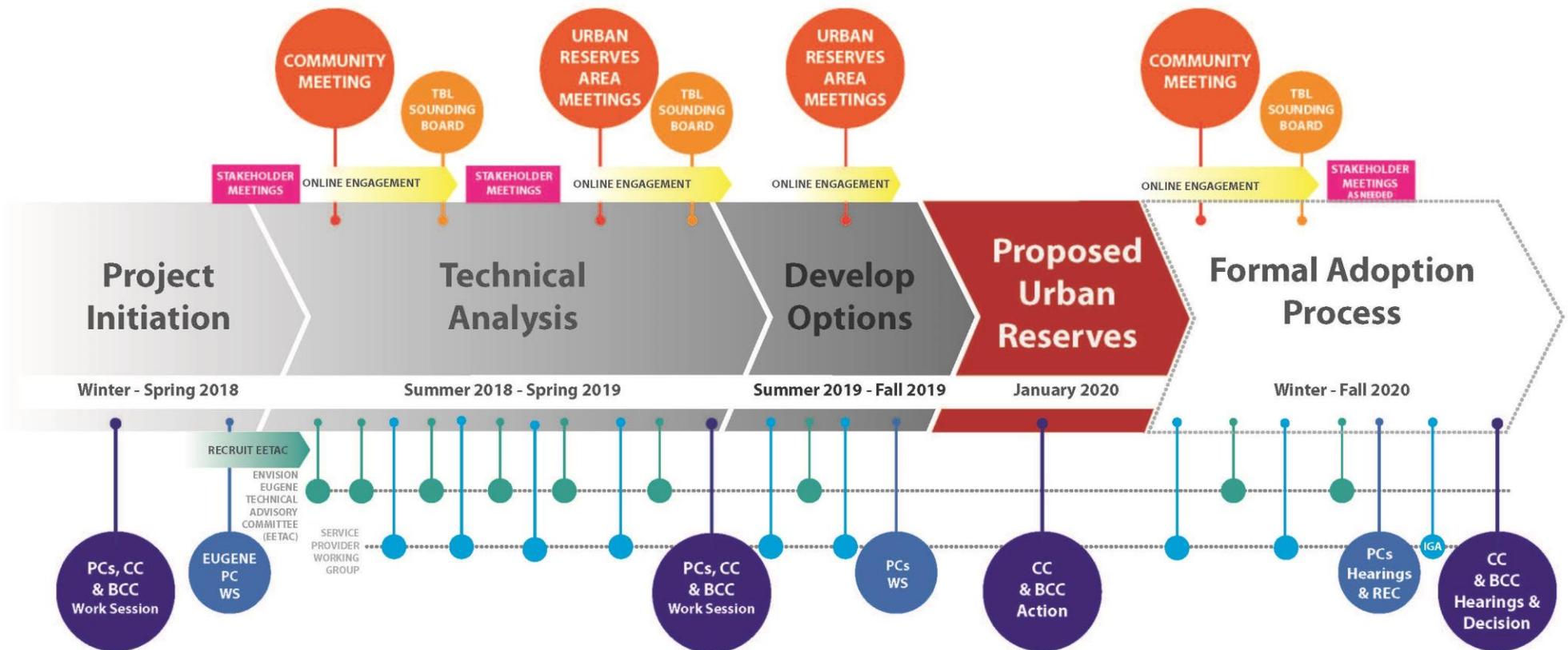
Urban Reserves Planning Process Summary Timeline											
2018				2019				2020			
Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall
Project Initiation											
		Technical Analysis									
					Develop Options						
								*UR Proposal			
									IGA & Adoption Process		
Community Engagement											

\*The target for City and County consideration of proposed urban reserves is within 2 years of UGB acknowledgement, or January 2020.

Another way of looking at this is with the **Urban Reserve Outreach Process** illustrated and described on the following pages.

# URBAN RESERVES OUTREACH PROCESS

DRAFT



**ABBREVIATION KEY:**

- TBL = Triple Bottom Line
- PCs = Lane County and City of Eugene Planning Commissions
- CC = City of Eugene City Council
- BCC = Lane County Board of Commissioners
- EETAC = Envision Eugene Technical Advisory Committee
- IGA = Intergovernmental Agreements
- WS = Work Session
- REC = Recommendation

## 1. PROJECT INITIATION, WINTER-SPRING 2018

In the first phase, we will develop the Project Charter, Public Involvement Plan, detailed work plan and project budget. We will also receive input on the planning process from decision makers: City and County Planning Commissions and City Council and County Board of Commissioners.

Following this initial input, we will introduce the broader public to the project and build a strong base of participation. We will use images, graphics, and words to describe the vision, goals and benefits of Urban Reserves. Following is an overview of major communication methods for the project, which will be implemented during project initiation, and used throughout the planning process:

**Communications Plan:** Working with the PDD Public Information Officer, the project will develop a plan that includes guidelines for communicating with the media and other key communications outlets, and intra-departmental and inter-agency project coordination.

**Interested Parties List:** The project will build off of the Envision Eugene interested parties list, and it will be added to throughout the project. It will contain information including people's contact information, preferred communication method, and relevant project interests.

**Project Website:** The website will be simple, accurate, up-to-date and uncluttered. It will include regularly updated project updates and frequently asked questions. It will be interactive as much as possible, using mapping and survey tools. The website will link to other communication methods, such as the e-updates, Envision Eugene Facebook page, and project and community events.

We will send out regular **project updates** through a variety of methods:

- **Email Updates:** The project will communicate regularly with a wide variety of individuals about upcoming events and project outcomes. Email will be a major method of communication.
- **City Newsletters:** The project will use existing City E-Newsletters to provide regular project updates and add to the interested parties list, including: Envision Eugene, City Council Newsletter, Neighborly News and others.
- **Social Media:** The project will use existing City accounts on Nextdoor.com, Facebook, Twitter and YouTube to get messages out and advertise engagement opportunities. We will evaluate the effectiveness of different methods and adapt as we proceed.

**Establish Project Committees and Groups:** We will begin establishing three inter-jurisdictional committees comprised of community volunteers, leaders and staff that will advise staff. The three committees will have specific roles related to technical review, policy review, and service provision. They will begin meeting in Phase 2.

**Envision Eugene Technical Advisory Committee (EETAC)**--The scope of the EETAC will include City-wide growth management initiatives related to growth monitoring, including Urban Reserve Planning. The EETAC will review project assumptions, technical analysis, and development of options. They will provide feedback to staff on technical-related issues, maintain institutional memory regarding assumptions and analysis related to long-term growth management-related efforts (monitoring, urban reserves, expansion), and will review technical information used to inform policy decisions. EETAC members will be asked to think about long-term community-wide growth implications, and will represent their areas of interest and/or organizations around Eugene as well as the interests of the community as a whole. EETAC members will be appointed by the City Manager. They will represent varied voices from across the community with diverse

interests and areas of expertise, and will include Planning Commission, Sustainability Commission and City Council representation. County representation will be encouraged.

**Triple Bottom Line (TBL) Sounding Board**--To promote consistency among diverse policy directives and ensure representation of broader community perspectives in the Urban Reserves project, a Triple Bottom Line Sounding Board will be charged with employing a metro area-wide perspective to provide advice, feedback, and critical review of policies and project ideas; provide input on how best to reach community members and their topic-specific constituencies; and act as liaisons to the boards, committees and commissions they represent. The TBL Sounding Board will be comprised of representatives of at least the following:

- City of Eugene Human Rights Commission
- City of Eugene Planning Commission
- City of Eugene Sustainability Commission
- Eugene Area Chamber of Commerce Local Government Affairs Council
- Eugene Water and Electric Board
- Housing Policy Board
- Lane County Planning Commission
- Lane County Transportation Advisory Committee
- Lane Transit District Strategic Planning Committee

**Service Provider Working Group**--Technical staff and leadership of urban reserve-area service providers will work together on development of cost analysis and service provision agreements, while acting as liaisons to their agency leadership. They will be tasked with collaboratively developing Intergovernmental Agreements pertaining to the provision of land use regulations, building code administration, sewer, water, fire protection, parks, transportation and stormwater within the urban reserve area.

## 2. TECHNICAL ANALYSIS: SUMMER 2018-SPRING 2019

In phase 2, work gets underway to answer the question, *how much will we need to grow?* The approach has three steps, with associated public involvement activities following each step:

- i. *Update the Envision Eugene Land Sufficiency Model to determine land need projections between 10 and 30 years after 2032 (Eugene's UGB horizon year), or as late as 2062:*
  - Continue building stakeholder list; project updates to stakeholders through e-newsletters, project website, social media, calls and meetings.
  - After the Eugene Planning Commission approves the PIP, the City manager appoints the EETAC.
- ii. *Determine the study area size necessary for evaluation of land for possible inclusion in urban reserves, based on land need projections:*
  - First project meetings will be held with the EETAC, TBL Sounding Board, and Service Provider Working Group.
  - Urban Reserve Study Area residents will be mailed information on the project, with links to the project page, contact information, and meeting notification.

- Community Meeting #1 – At this first meeting, community members and project stakeholders will review the proposed project study area. Materials will include things such as a project overview, FAQ’s, study area maps, project timeline, contact information, and a project video.

*iii. Perform technical analysis of lands within the urban reserve study area for potential inclusion in urban reserves, as described in the project charter:*

We will incorporate input and continue reporting out on work progress during this phase. A wide-range of topic-related stakeholders will assist with the study area evaluation. Public input will help develop and refine the urban reserve study area evaluation report findings. Actions include:

- Website updates and online engagement, including an online interactive map for place-based comments
- E-newsletters and social media
- Meetings with stakeholders on different urban reserve-related topic areas , such as:
  - Parks, Open Space, and Natural Resources
  - Climate and Hazard Resiliency
  - Agriculture and Forest Resources
  - Utilities and Infrastructure (water and electricity, transportation, wastewater, stormwater)
  - Fire and public safety
  - Schools
  - Housing
  - Economic development/Jobs
- Service Provider Working Group meetings to discuss the cost of servicing potential urban reserve areas, and providing background materials for agency leadership (approx. 3)
- EETAC meetings to review technical analysis (approximately bi-monthly)
- Urban Reserve area-specific meetings targeted to neighbors and property owners (1-3)
- Triple Bottom Line Sounding Board meeting
- City and County Planning Commission work sessions
- City Council and Board of Commissioners works sessions

### 3. **DEVELOP URBAN RESERVE AREA OPTIONS:** SUMMER-FALL 2019

Using the results of the technical analysis, we will develop two or more growth scenario alternatives within the study area that will identify the additional land that Eugene is likely to need between 10 and 30 years after 2032, or as late as 2062. We will engage community members, service providers, public agencies, community groups and our elected and appointed officials to determine the preferred planning period, location and size of an urban reserve and preliminary intergovernmental agreement content. We will refine draft urban reserve options with broad community engagement, including:

- New project video explaining growth scenario alternatives

- Urban Reserve area-specific workshops targeted to neighbors and property owners (1-3)<sup>1</sup>
- Meetings with interested stakeholder groups, as identified
- Online questionnaire, giving people an at-home way to provide input
- Service Provider Working Group meetings (approximately 3)
- Envision Eugene Technical Advisory Committee meeting
- Ongoing web updates, social media updates, e-newsletters
- City and County Planning Commission input sessions on their preferred urban reserve planning period, location and size

#### 4. **URBAN RESERVE PROPOSAL: JANUARY 2020**

In this phase, an urban reserve proposal incorporating the above input will be brought forward to the Eugene City Council and Lane County Board of Commissioners for their consideration. The decision makers will have the opportunity to take action on one or more options by giving direction to staff on the urban reserve timeframe, area, and preparation of an adoption package. Public involvement will include:

- Web updates, social media updates, e-newsletters, and interested party emails in addition to required public meeting noticing

#### 5. **FORMAL ADOPTION PROCESS AND IGA DEVELOPMENT: FEBRUARY-DECEMBER 2020**

In the final phase, the project will wrap up with development of service provider intergovernmental agreements, proposal refinement, ordinance development, metro plan and comprehensive plan amendments (including metro plan boundary review), and a complete Urban Reserves adoption package with findings. Intergovernmental agreements are required to be finalized prior to urban reserve adoption. Public engagement in this phase will focus on communicating the City and County direction on urban reserves to the community. Engagement activities include:

- New project video explaining direction from the City Council and Board of Commissioners
- Ongoing web, e-newsletter, social media updates
- Community meeting to communicate the Council and County direction and answer questions, as needed
- Triple Bottom Line Sounding Board meeting
- Service Provider Working Group (approximately 3 meetings to develop IGAs)
- Envision Eugene Technical Advisory Committee (approximately 2 meetings to review technical findings)
- Meetings with interested stakeholder groups, as requested
- City and County Planning Commission public hearings with recommendations
- City Council and County Board of Commissioners public hearing on adoption of Urban Reserves

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<sup>1</sup> Meetings or other engagement activities will be added to the PIP as needed. Any interested person can request a meeting, and we will work to adjust our engagement strategies to respond to how well they are working.

## Decision Making

In all public communications, it is important to be clear who is making decisions for the project and how public input will be considered and incorporated. Prior to each major decision point, the project team will communicate with stakeholders about:

- Who will make the decisions,
- How stakeholders can influence the decisions,
- When stakeholders will have opportunities to participate, and
- How stakeholder input will be considered

The decision-making process is described more fully in the Project Charter (pgs. 9-12).

The International Association of Public Participation (IAP2)'s spectrum of public participation, Figure 1, shows varying levels of engagement based on the level of public impact. Because the level of public impact of the Plan is high, the public and stakeholders will be engaged at the "inform", "consult", "involve", and "collaborate" levels. It is important to note that members of the public will be encouraged to be as active in the project as they wish, and given a variety of different opportunities and ways of doing so.

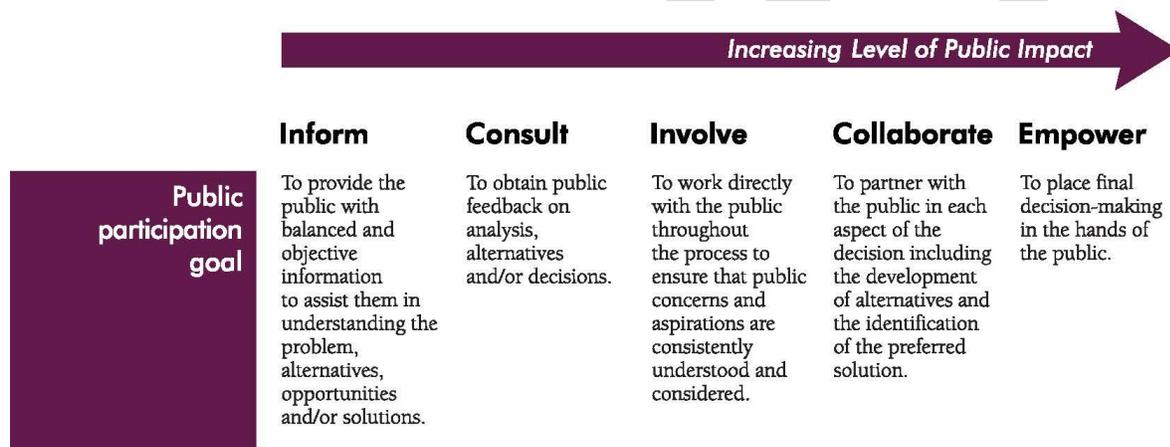


Figure 1. IAP2 Spectrum of Public Participation (source: [www.iap2.org](http://www.iap2.org))

### How this translates to Urban Reserves planning:

Empower:	Eugene City Council and Lane County Board of Commissioners (elected to decide) and Planning Commission (appointed by elected officials to review and recommend)
Collaborate:	Envision Eugene Technical Advisory Committee, Service Provider Working Group
Involve:	Property owners and neighbors, active community members, Triple Bottom Line Sounding Board, subject-area experts, other key stakeholders
Inform and Consult:	Interested Public

## **Coordination with other Projects**

The Project Team will coordinate with other projects underway for project efficiencies, workload overlap, and contact lists. Existing projects identified to date include:

- River Road Santa Clara Neighborhood Plan
- Climate and Energy Action Plan Update
- Comprehensive Plan development
- Clear and Objective Standards for Housing
- Growth Monitoring Program Development
- Cost Analysis of Serving Different Development Patterns/Economic Cartography
- Moving Ahead

## **Public Involvement Documentation**

The project team will prepare a public involvement summary of all activities after each key milestone in the project. Project summaries will be published online, and all participants and interested parties will be notified and invited to review the documents and provide comment.

## **Project Stakeholders**

Pro-active outreach to a diverse array of stakeholders is essential. Materials will be easy to understand, with clear methods for input. See the following pages for a beginning list of project stakeholders:

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## PROJECT STAKEHOLDERS

### Neighborhoods:

- City of Eugene-recognized neighborhood organizations abutting the UGB:
  - Active Bethel Citizens
  - West Eugene Community Organization
  - Churchill Area Neighbors
  - Southwest Hills Neighborhood Association
  - Southeast Neighbors
  - Laurel Hill Valley Citizens
  - Northeast Neighbors
  - Santa Clara Community Organization
  - Industrial Corridor Community Organization
- Neighborhood Leaders Council & land use subcommittee
- Other City neighborhood groups as interested
- County neighborhood groups
- Nextdoor.com
- Neighborhood Watch Groups

### Residents and Property Owners, General:

- Property owners (large and small, residential and commercial, City/ annexed and County/ un-annexed)
- Renters

### Youth/Families, Libraries, Community Centers & Granges:

- Kidsports
- YMCA
- Head Start
- Safe Routes to School
- School Districts – Bethel, 4J Eugene, Junction City (some Santa Clara students)
- Amazon Community Center
- Eugene Public Library-Downtown; Sheldon and Bethel branch libraries
- River Road-Santa Clara Volunteer Library
- Petersen Barn Community Center
- Granges (for holding meetings and membership communication): Spencer Creek, Mohawk-McKenzie, Santa Clara, Irving

### Seniors and Persons with Disabilities:

- AARP Oregon
- Reality Kitchen

- Goodwill
- Campbell Senior Center
- Hilyard Community Center
- Lane Independent Living Alliance

### Low-Income Housing and Food Assistance:

- St Vincent De Paul
- Food for Lane County:
  - Family Resource Coordinator at each school
  - Maxwell Road Food Pantry
  - Summer food distribution locations
- Cornerstone Community Housing
- Homes for Good Housing Agency (formerly HACSA)
- Neighborhood Economic Development Corporation (NEDCO)

### Multicultural Outreach:

- Huerto De La Familia garden at St. Matthews in Santa Clara
- Food for Lane County Multicultural Outreach Coordinator
- NAACP
- League of United Latin American Citizens of Lane County
- Centro Latino Americano

### Service Clubs:

- Rotary
- Lions
- Kiwanis
- Soroptomist
- League of Women Voters
- Veterans of Foreign Wars (VFW)

### Churches:

- Church bulletins: Trinity, RR Baptist, Our Redeemer Lutheran
- Develop a complete list of churches

### Eugene & Lane County-Area Organizations:

- 1000 Friends of Oregon
- 350 Eugene
- AIA Southwestern Oregon
- Better Eugene-Springfield Transportation (BEST)
- Better Housing Together
- Eugene Association of Realtors

- Eugene Chamber of Commerce
- Friends of Eugene
- Greater Eugene Area Riders (GEARS)
- Habitat for Humanity
- Homebuilders Association of Lane County
- Land Watch Lane County
- Lane County Farm Bureau
- McKenzie River Trust
- Oregon Trucking Association
- OSU Extension Service, Master Gardeners
- The Nature Conservancy
- Our Children’s Trust/YouCAN Eugene
- Union Pacific Railroad
- United Way of Lane County
- Walkable Eugene Citizen’s Advisory Network (WE CAN)
- WeBikeEugene
- Willamette Farm and Food Coalition
- Willamette Riverkeepers

**E-Newsletter lists:**

- Envision Eugene
- InMotion
- Neighborly News
- News to Build On
- AIA Thursdays @ Three
- Hult Center
- Library
- City Council

**City and County Committees and Commissions:**

- Eugene and Lane County Planning Commissions
- Lane County Parks Advisory Committee
- Lane County Transportation Advisory Committee
- City of Eugene Human Rights Commission
- City of Eugene Sustainability Commission
- City of Eugene Budget Committee
- Housing Policy Board

**Major Institutions Outside of the UGB:**

- Lane Community College
- Eugene Airport

**Service Providers and Local Governments in or Adjacent to the Potential Urban Reserves Area:**

Staff and leadership from service providers in the urban reserves study area will be active participants, collaborating on the technical analysis and intergovernmental agreement development. Potential agencies include:

**Utilities:**

- Blachly Lane Electric
- Comcast
- Emerald People’s Utility District
- Eugene Water and Electric Board
- Glenwood Water District
- Junction City Water Control District
- Lane Electric Cooperative
- Metropolitan Wastewater Management Commission
- Northwest Natural Gas
- Qwest
- Rainbow Water District
- River Road Water District
- Santa Clara Water District
- Springfield Utility Board
- Willamette Water Company
- Williams Natural Gas

**Emergency:**

- Bailey-Spencer Rural Fire Protection District
- Eugene Rural Fire Protection District #1
- Eugene Airport
- Eugene-Springfield Fire and EMS
- Goshen Pleasant Hill Fire Districts
- Junction City Rural Fire Protection District
- Lane Fire Authority
- Lane Rural Fire Rescue
- Santa Clara Rural Fire Protection District
- Willakenzie/Eugene Rural Fire Protection District
- Zumwalt Rural Fire Protection District

**Other:**

- Lane Community College
- Lane Education Service District
- Lane Council of Governments/ Central Lane Metropolitan Planning Organization

- Lane Transit District, Board and Strategic Planning Committee
- Lane Regional Air Protection Agency
- River Road Park and Recreation District
- School Districts (4j, Bethel, Junction City, Springfield Public Schools, Creswell)
- Upper Willamette Soil and Water Conservation District
- Willamalane Park and Recreation District

**Neighboring Jurisdictions:**

- Springfield
- Coburg
- Junction City
- Creswell

**State Agencies:**

Besides the Department of Land Conservation and Development, which will be consulted with throughout the project, and will need to acknowledge the adopted Urban Reserve area before it is finalized, other state agencies may be consulted with, including:

- Oregon Department of Transportation
- Oregon Department of Environmental Quality
- Oregon Department of Fish and Wildlife
- Oregon Department of Forestry
- Oregon Department of State Lands
- Oregon Parks and Recreation Department
- Oregon Economic and Community Development Department
- Oregon Department of Energy
- Oregon Department of Agriculture
- Oregon Housing and Community Services
- Oregon Sustainability Board