



# AGENDA

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Meeting Location:  
Hybrid Meeting (Via Zoom)  
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## **TUESDAY, February 13, 2024 – Regular Meeting 5:30 pm – 7:30 pm**

Commissioners: Ken Beeson; Diane Behling; Tiffany Edwards (Chair); Lisa Fragala; Dan Isaacson; Jason Lear (Vice Chair), Chris Ramey

The Commission will begin the meeting with the City's Land Acknowledgement statement:

Since time immemorial the Kalapuya people have been the Indigenous stewards to our region, building dynamic communities, maintaining balance with wildlife, and enacting sustainable land practices. This land acknowledgement is a way of resisting the erasure of Indigenous histories and to honor Native communities by inviting truth and reconciliation. Following treaties between 1851 and 1855, Kalapuya people were dispossessed of their Indigenous homeland by the United States government and forcibly removed to the Coast Reservation in Western Oregon. As we consider the impacts of colonization, we also acknowledge the strength and resiliency of displaced Indigenous people. The City of Eugene is built within the traditional homelands known as Kalapuya Ilihi. Kalapuya descendants are citizens of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians of Oregon, they continue to make contributions in our communities here and across the lands. We express our respect for the inherent political sovereignty of all federally recognized Tribal Nations and Indigenous people who live in the State of Oregon and across the nation. Therefore, the Planning Commission recognizes that what we do today will affect the many generations who will come after us.

### **A. WORK SESSION: COMMUNITY ENGAGEMENT PLAN FOR URBAN GROWTH STRATEGIES AND COMPREHENSIVE PLAN PROJECTS**

Staff: Terri Harding, [THarding@Eugene-or.gov](mailto:THarding@Eugene-or.gov)

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## **B. ITEMS FROM COMMISSION AND STAFF**

1. Other Items from Staff
2. Other Items from Commission
3. Learning: How are we doing

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**AGENDA ITEM SUMMARY**  
**FEBRUARY 13, 2024**

**To:** Eugene Planning Commission

**From:** Leah Rausch, Associate Planner  
Stuart Warren, Associate Planner

**Subject:** Work Session: Urban Growth Strategies - Draft Community Engagement Plan

**ACTION REQUESTED**

This work session will provide the Planning Commission with an overview of the Draft Community Engagement Plan (CEP) for the Urban Growth Strategies Project, included as Attachment A. In their role serving as the City's Committee for Citizen Involvement, the Planning Commission is asked to provide feedback on, and to approve, or approve with modifications, the CEP at this meeting.

**BACKGROUND**

During the [October 24, 2023](#) Planning Commission meeting, the Planning Division's Community Planning and Design team presented an overview of their work plan and timeline. In that meeting, staff provided an overview of a collaborative effort that integrates state-required urban growth planning, equitable community engagement, and Council-directed policy work and has been given the umbrella name of [Urban Growth Strategies](#). The Urban Growth Strategies project builds off the [Envision Eugene Community Vision](#) to identify the tools, actions, policies, and land needed for housing, jobs, and other urban uses in Eugene for the next twenty years.

The Urban Growth Strategies project includes three key phases, which are each supported by several products:

1. Identify the **needs and priorities** of community members for **housing, jobs, and access to community resources** in Eugene.
2. Complete a **technical analysis of land needed** for jobs, housing, and other urban uses (such as parks, schools, and infrastructure).
3. Integrate the results of community engagement and technical analysis to **create and update the policies** guiding land use planning in Eugene. Policy updates will include, but are not limited to:
  - [Envision Eugene Comprehensive Plan Phase II](#)
  - [Parcel-specific Land Use Designation Map](#)

A general project timeline is included as Attachment B. The timeline, which has been updated since the October 2023 Planning Commission meeting, shows a comprehensive list of the components within Urban Growth Strategies and their timelines for completion through 2029.

Much of Urban Growth Strategies implements new state mandates, including the [Regional Housing Needs Analysis](#) (House Bill 2003 from 2019 legislative session), [Oregon Housing Needs Analysis](#), or OHNA (House Bill 2001 from 2023 legislative session), and [Climate-Friendly and Equitable Communities \(CFEC\)](#) requirements. Additional background information on Urban Growth Strategies is available in Attachment C and on the [project webpage](#).

Urban Growth Strategies work is supported through the City's General Fund and two state-funded grant awards. The first award was provided through the Housing Planning Assistance grant administered by the Department of Land Conservation and Development (DLCD). Funds from this award are being used to contract with EConorthwest and Fisher Consulting to complete housing and land supply technical analyses as well as community engagement. The second award is being provided through the Transportation & Growth Management grant administered jointly by the Oregon Department of Transportation and DLCD. These funds will go towards staff resources to complete new Comprehensive Plan chapters and conduct community engagement. Staff submitted an additional grant request to DLCD in January 2024 to support CFEC implementation.

The Community Engagement Plan, described in the following section, outlines the tools and strategies staff will use to engage the Eugene community in Urban Growth Strategies, with a specific focus on historically marginalized community groups.<sup>1</sup>

## **COMMUNITY ENGAGEMENT PLAN OVERVIEW**

The Draft Community Engagement Plan (CEP), provided as Attachment A, outlines the community engagement process from design to adoption. The plan builds on and advances the Envision Eugene Community Vision and includes a variety of opportunities for the community to engage in the Urban Growth Strategies project. The CEP is designed to reach a broad spectrum of community members and includes targeted outreach to engage those most impacted by policies, people with relevant experience, and subject-matter experts. This section provides a brief overview of the CEP.

The CEP starts with a project overview and the engagement goals for Urban Growth Strategies. It also outlines how the [City of Eugene Values and Principles for Public Participation](#) will guide community engagement for the project. The CEP contains a timeline for engagement activities,

<sup>1</sup> The City of Eugene will use the term "historically marginalized community groups" in alignment with guidance from the City's Office of Equity and Community Engagement in place of the Oregon Administrative Rules (OAR) Chapter 660, Division 12 (660-012-0125) term "underserved populations." This OAR defines "underserved populations" as Black and African American people; Indigenous people including Tribes, American Indian/Alaska Native and Hawaii Native; People of Color including but not limited to Hispanic, Latina/o/x, Asian, Arabic or North African, Middle Eastern, Pacific Islander, and mixed-race or mixed-ethnicity populations; immigrants, including undocumented immigrants and refugees; people with limited English proficiency; people with disabilities; people experiencing homelessness; low-income and low-wealth community members; low- and moderate-income renters and homeowners; single parents; lesbian, gay, bisexual, transgender, queer, intersex, asexual, or two-spirit community members; and youth and seniors. Historically marginalized community groups in Eugene include this list of underserved populations, as well as students and veterans.

communication tools, and an explanation of how Urban Growth Strategies is advancing more equitable outcomes.

### **Community Engagement Timeline**

A general, draft community engagement timeline is provided on page 3 of the Community Engagement Plan. Initial community engagement is scheduled to begin in early March 2024 and run through to the end of 2025. Early opportunities include social engagements,<sup>2</sup> convening of housing and development working groups, interviews, a city-wide open house, survey, Climate-Friendly Area conversations, and briefings with City boards and commissions. The Envision Eugene Technical Advisory Committee (EETAC) will meet for the duration of the project on various technical components. Staff will provide the first community engagement summary to the Planning Commission in the fall of 2024.

A second round of community engagement will begin in 2025. The second round will focus on listening to feedback on draft tools, strategies, and policy outcomes. Staff will release a survey, host an open house, and brief City boards and commissions.

In the second half of 2025, staff propose hosting additional social engagements, working group meetings, and consulting with the City's boards and commissions as needed to further refine draft tools, actions, and policies.

In 2026, staff will develop the adoption package for Urban Growth Strategies. The adoption package will include summaries of the community engagement process, staff reports, findings, land supply studies, plan amendments, Land Use Code amendments, and other technical documents. These materials will be available to the public on the City's website. Once the formal adoption process is initiated, members of the public will have the opportunity to provide public testimony in written and verbal formats to the Eugene and Lane County Planning Commissions, City Council, and Board of Commissioners. The formal adoption process includes mailed public notice and public hearings.

### **Engagement Activities**

Throughout the project, small and large group conversations will provide the opportunity to connect with specific communities, listen deeply, and work together to formulate solutions (more details about engagement strategies can be found on page 6 of the CEP). Urban Growth Strategies project staff will use community engagement activities such as working groups, individual or small group interviews, in-person and virtual open houses, and community presentations to engage the Eugene community. In addition, Climate-Friendly Area Conversations will engage people in or near their neighborhood and focus on understanding potential impacts and opportunities specific to where people live and work.

To support Eugene's Urban Growth Strategies project, City staff will convene housing and development experts, employers, and business interests to provide input on various project

<sup>2</sup> Social Engagements will be used to recruit participants to future meetings and gather input early on. The events will be geared toward youth/students and Black people, Indigenous people, and other people of color.

components. Given the number of ongoing City and community projects related to housing development and economic development, staff are reaching out to a broad list of stakeholders and providing an expected schedule of meetings that addresses the needs of multiple projects, including updates to Eugene’s Comprehensive Plan, the [Eugene-Springfield Consolidated Plan](#), [Climate-Friendly and Equitable Communities](#) (CFEC) implementation, [Building Decarbonization](#), and the [Eugene Chamber of Commerce’s Housing and Homelessness Initiative](#).

City Boards and Commissions will engage at key points in the project to provide policy feedback, ask questions, and share the project and other engagement opportunities with their networks. EETAC will provide technical guidance for the project.

### **Equity**

Decades of discriminatory housing and land exclusion policies have kept communities of color, especially Black individuals, from opportunities to build generational wealth and access affordable and quality housing near schools, grocery stores, jobs, transportation, and clean air and water. These [harmful policies](#) from the past are still felt in Eugene today. Urban Growth Strategies will advance the following equitable outcomes: Production, Affordability, Choice, Access, and Fair Housing (more information about equitable outcomes is available on page 8 of the CEP).

Climate-Friendly and Equitable Communities requires a new approach to engagement when designating Climate-Friendly Areas. Through an “engagement focused equity-analysis” the City will assess the benefits and burdens of Climate-Friendly Area designation and policies based on the stories and lived experiences of historically marginalized community group members. Centering the voices of historically marginalized community groups is a core value of the [City of Eugene Values and Public Participation Guidelines](#).

### **Community Engagement Outcomes**

Staff will consider the input received from these engagement activities in the project outcomes and report back to the community about how their input influenced the final outcomes of the project. The outcomes of the CEP will be summarized in two community engagement summaries and shared with the Planning Commission to inform their discussions and eventual recommendations. Engagement summaries will be included in the final adoption materials, along with technical studies for consideration by decision makers.

To help ensure that the project achieves these outcomes, staff is asking for the Planning Commission to consider:

- What, if anything, is missing from the CEP?
- What would the Planning Commission like to see done differently?
- Does the Planning Commission have any suggestions about how to best implement the community engagement activities in the CEP?

The full Community Engagement Plan and more details are available in Attachment A. As the City’s committee for citizen involvement as described in Statewide Planning Goal 1, the Planning Commission is responsible for assisting the City Council with the development of a

program that promotes and enhances community engagement in land use planning, assisting in the implementation of the community engagement program, and evaluating the process being used for community engagement. For this project, the Planning Commission is asked to provide feedback on the draft community engagement plan and to approve the plan.

As mentioned above, in 2026, as part of the formal adoption process, the Planning Commission will hold a public hearing and make a recommendation on the adoption package to the Eugene City Council. For any components that affect the County, the Lane County Planning Commission will participate in a joint public hearing and make a recommendation to the Lane County Board of Commissioners.

### **SUGGESTED MOTIONS**

*Staff Recommendation:* I move that the Eugene Planning Commission approve the Urban Growth Strategies Community Engagement Plan, as included as Attachment A to the February 13, 2024, Agenda Item Summary.

*Alternative Motion:* I move that the Eugene Planning Commission approve the Urban Growth Strategies Community Engagement Plan, as included as Attachment A to the February 13, 2024, Agenda Item Summary, with the following modifications.... *(please specify)*.

### **NEXT STEPS**

The first step for implementing the CEP is hosting pre-engagement conversations with community partners (people who are subject matter experts, have lived experience, and knowledge of the field) to gather feedback on the CEP. These pre-engagement conversations will help the project team tailor implementation to better fit the needs of the community and are an important part of applying the [Housing Implementation Pipeline's Racial Equity and Accessibility Lens Toolkit](#). This Toolkit is designed to help City staff understand the individual, cultural, and institutional forces that cause and perpetuate discriminatory policies in the Eugene community.

Staff anticipates providing the Planning Commission with an Urban Growth Strategies project update in April or May and providing a City Council update in May. The Planning Commission will receive updates and provide input on interim products.

### **ATTACHMENTS**

- A. Draft Urban Growth Strategies Community Engagement Plan
- B. Urban Growth Strategies Project Timeline
- C. Urban Growth Strategies Project Background and Summary

**FOR MORE INFORMATION**

For more information regarding Urban Growth Strategies visit the project [webpage](#) or contact staff directly:

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# Urban Growth Strategies

## DRAFT COMMUNITY ENGAGEMENT PLAN

## Project Overview

Our homes are the foundations for our lives; they are places of shelter, safety, gathering, and comfort. Finding a place to call home and earning enough to pay for rent or a mortgage is increasingly difficult in Eugene. Our community is growing, and the City is working hard to support increased employment and housing affordability, availability, and choice. To help address these issues, Eugene's Urban Growth Strategies Project will identify the tools, actions, policies, and land needed for the next twenty years to support job opportunities and housing in Eugene.

Building off the [Envision Eugene Community Vision](#), the project will evaluate the need for housing, jobs, parks, infrastructure, schools, and other urban land uses, as well as what tools can help Eugene grow more efficiently. This work will result in studies of what land is available in Eugene, updates to the [Envision Eugene Comprehensive Plan](#) and other City plans and land use regulations, a parcel-specific Land Use Designation Map, and an evaluation of whether there is a need to expand the Urban Growth Boundary (UGB).

### The project will consider the following questions:

- ▶ **How much will Eugene grow** in the next 20 years and what types of housing and jobs will city residents need?
- ▶ **How can the City support better access to daily needs**, such as groceries, schools, parks, and transportation services?
- ▶ **What can the City do to further fair and equitable access** to housing, jobs, and other community resources?
- ▶ **How can the City encourage housing that is affordable** and accessible to everyone, including people experiencing homelessness, people with the lowest incomes, and community members who have been marginalized?
- ▶ **How can the City increase participation in decision-making**, especially for community members who are often left out of the discussions?
- ▶ **What can the City do to support growth** and sustainability of small businesses, as well as ensure our mid-sized and larger businesses can grow?
- ▶ **How can the City make progress on local climate action goals**, while also doing all of the above?

Urban Growth Strategies is a collaborative effort that integrates state-required urban growth planning, equitable community engagement, and City Council-directed policy work.



# Equitable Engagement Goals

This Community Engagement Plan serves as a guide to engaging community members throughout the Urban Growth Strategies project.

## The Plan:

- ▶ **Outlines the goals** of engagement, levels of involvement, and the principles that staff are committed to during engagement
- ▶ **Describes opportunities** for people to engage in different phases of the project
- ▶ **Details how** different individuals and organizations can effectively participate and stay informed
- ▶ **Clarifies** the City's commitment to equitable community engagement

Through community engagement, community members will inform technical analysis and policy priorities to manage growth in Eugene. Engagement activities will distill the technical outcomes of Urban Growth Strategies down to understandable results and ask the public substantive questions at key decision points. The project team will provide full public access to data outcomes, while also considering the capacity of the public to read complex technical reports. Engagement materials will be understandable to the general public, and targeted outreach will engage those most impacted by policies, people with relevant lived experience, and subject-matter experts. Decision makers will consider the outcomes of both the technical studies and community engagement.

Level of Involvement <sup>1</sup>	Goal
INFORM	Project materials will be accessible and easy for the public to understand, and use balanced, objective information to aid in understanding opportunities and solutions.
CONSULT	Tools, actions, and policies will be prioritized and refined based on public feedback and technical analysis.
INVOLVE	Targeted outreach will involve working directly with expert stakeholders and historically marginalized groups (identified in the Equity Section on page 8) to ensure their feedback and concerns are understood and articulated within technical analysis.
EMPOWER	Planning Commissions, City Council, and the Board of County Commissioners will consider the outcomes of both the technical analysis and community engagement in their decision-making.

1 Based on the International Association of Public Participation (IAP2) Spectrum of Public Participation.



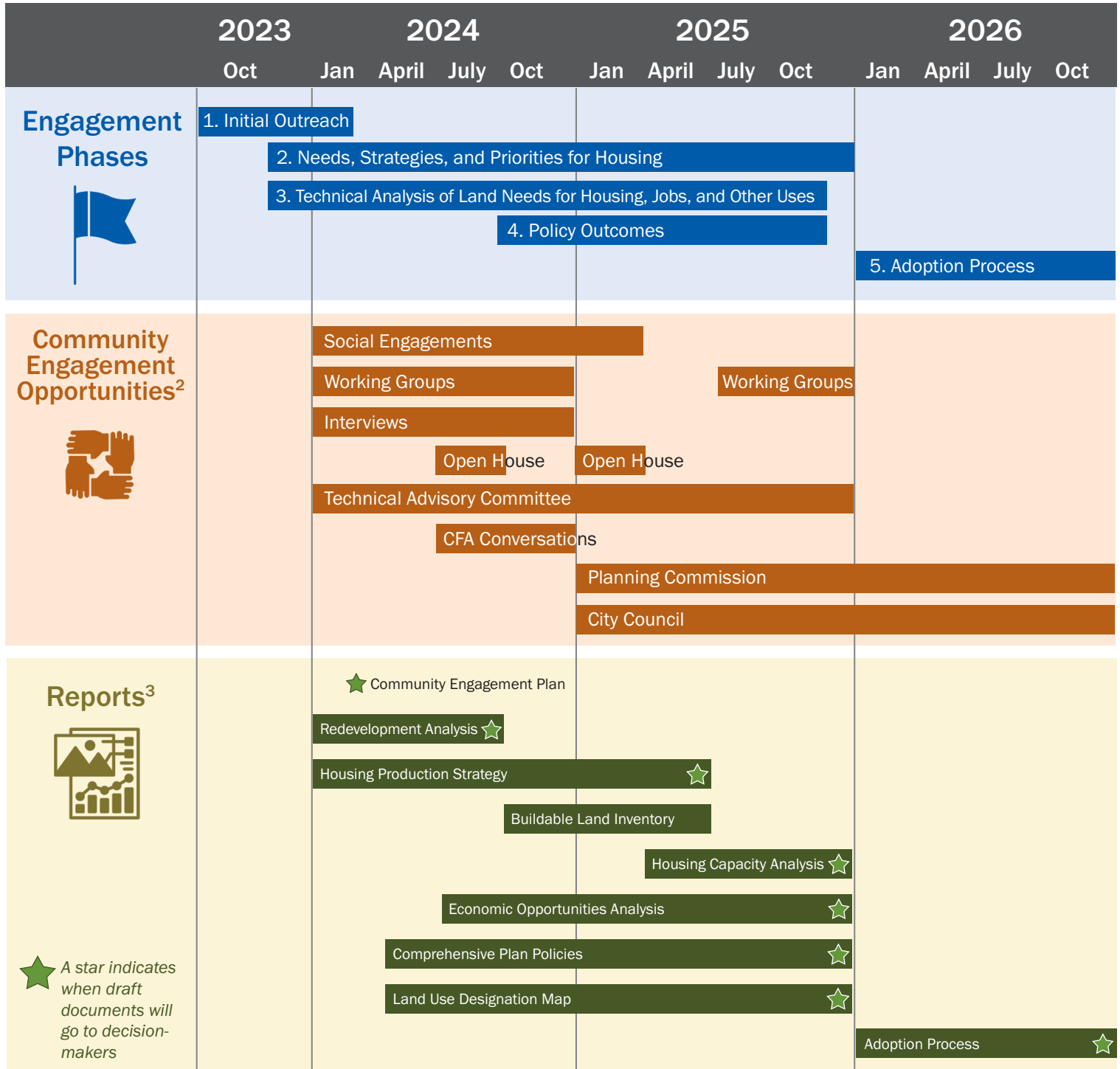
**Robust community involvement is a pillar of effective governance in Eugene. The City of Eugene Values and Principles of Public Participation will guide the project from start to finish:**

- ▶ **Build awareness:** Strive for stakeholders, affected interests, and the public to be aware of the timeline, process, intended outcomes, and decision-making structure and how it fits in with other City planning processes.
- ▶ **Center equity:** Ensure that voices of historically marginalized community groups, particularly those disproportionately harmed by past land use and transportation decisions, are engaged in ways that best meet their unique needs.
- ▶ **Foster understanding:** Provide project information in ways that are accessible and relevant to a diversity of stakeholders so that they can confidently and accurately provide input.
- ▶ **Seek meaningful feedback:** Work to identify how public participation efforts can have the greatest impact within the requirements of the rules and related state laws.
- ▶ **Demonstrate accountability:** Be open to all ideas, critiques, comments, and praise, and report back on how input has influenced the process and decisions and/or why it did not.
- ▶ **Be consistent:** Ensure the community engagement process is consistent with applicable state and federal laws and requirements, and is sensitive to local policies, goals, and objectives.
- ▶ **Be realistic:** Acknowledge the limitations of funding, resources, and timeline for engagement activities and design meaningful and focused input in areas where stakeholders can have the most impact.



# Activities and Timeline

The timeline below summarizes the phases, engagement opportunities, and major technical and policy products of the Urban Growth Strategies Project. More detail on the engagement strategies and work included in each phase is provided on the following pages. As the Project takes shape, staff will respond to additional engagement needs and create outreach materials that detail opportunities to inform specific products.



<sup>2</sup> See pg 6 for details.

<sup>3</sup> Reports will include a summary of relevant community engagement and input.

# Engagement Phases

## ▶ 1. Community Engagement Plan and Initial Outreach

This Community Engagement Plan will be reviewed and approved by the Eugene Planning Commission, serving as the City's Committee for Citizen Involvement. In advance of the first round of community engagement activities, the project team will reach out to organizations representing key stakeholder groups to introduce the project, understand their ideal outcomes, and ask how they would like to be involved in the activities outlined in this plan.

Pre-engagement conversations will involve community partners to collaboratively refine outreach strategies, with a specific focus on effectively engaging historically marginalized communities and applying the City's Racial Equity and Accessibility Lens (REAL) to the project.

## ▶ 2. Needs, Strategies, and Priorities for Housing

The project team will reach out to a wide range of organizations, community leaders, and the general public to gather views on current and future housing needs. Engagement will include broad communications with the general public as well as specific engagement with historically marginalized communities. Activities will include an Open House, Social Engagements, Interviews, Community Presentations, Tabling targeting historically marginalized community groups, and meetings with Working Groups and the Envision Eugene Technical Advisory Group.

During this timeframe, the following technical reports will inform the community engagement and build off of the City's past efforts, such as Middle Housing, Downtown Priorities, and Urban Renewal, to provide housing affordable to all income levels:

- ▶ **Housing Production Strategy:** A range of priority tools, actions, and policies to meet housing needs in Eugene. Also includes changes that help to use land more efficiently for housing and jobs, including Climate-Friendly Areas designation.
- ▶ **Redevelopment Analysis:** An analysis of targeted study areas to estimate redevelopment potential and incentives for mixed-use development.

## ▶ 3. Technical Analysis of Land Needs for Housing, Jobs, and Other Uses

Technical analysis will show whether Eugene currently has enough land within its urban area to accommodate existing and future housing and employment needs and discuss how changes to land use tools, programs, and regulations may help to address unmet land needs. Community engagement strategies will build on the strong foundation developed during each phase and engagement outcomes will inform Planning Commission recommendations and City Council decisions. Technical reports for this phase include:

- ▶ **Buildable Lands Inventory:** An assessment of the supply and development capacity of land within Eugene's current Urban Growth Boundary.
- ▶ **Land Supply Studies:**
  - **Housing Capacity Analysis:** An analysis of the current and future (20 year) demand for housing in Eugene across a range of prices, rent levels, locations, housing types and densities. This analysis will provide data for an updated Residential Land Supply Study.
  - **Economic Opportunities Analysis:** As assessment of Eugene's economic trends, economic development potential, forecasted employment growth, and needs for future economic growth. This analysis will provide data for an updated Employment Land Supply Study.

- ▶ **UGB Evaluation:** This work will result in an evaluation of whether Eugene’s Urban Growth Boundary needs to be expanded to meet land needs over the next twenty years. This evaluation will consider the findings from the technical analyses to understand and quantify the land needs, as well as the expected impacts of land use efficiency measures to meet those needs within the current UGB.

State-level policy decisions occurring in 2025 will inform the Housing Capacity Analysis, the Housing Production Strategy, and the Urban Growth Boundary Evaluation.

## ▶ 4. Policy Outcomes

Community engagement and technical analysis will inform both new and updated policies guiding land use planning in Eugene, including:

- ▶ **Envision Eugene Comprehensive Plan Phase II:** Comprehensive Plan updates will include the completed land supply studies, possible adjustments to Eugene’s UGB, and policies to reflect land needs and implement priority tools, actions, and policies. New policy chapters will include Housing, Compact Development, Community Engagement, and Community Health.
- ▶ **Land Use Designation Map:** This parcel-specific map will clarify and define land use designations and policies for land within Eugene’s UGB.
- ▶ **Land Use Code and Other Adopted Plans:** Other changes may be necessary to implement the outcomes of community engagement and technical analysis, including amendments to the Eugene Land Use Code, Eugene-Springfield Metropolitan General Plan, and other plans as needed.

## ▶ 5. Adoption Process for Urban Growth Strategies

Throughout the course of the project, the project team will conduct active outreach and listen to a wide variety of views. Regular updates to decision makers will include community engagement summaries to provide insights on key takeaways as well as perspectives of specific groups and individuals significantly impacted by outcomes. Summaries will highlight the voices of historically marginalized communities. The basic decision process includes:

1. Staff provides reports and recommendations to the Eugene Planning Commission.
2. The Planning Commission considers the reports and recommendations, notifies residents and holds a Public Hearing, provides additional insights, and makes recommendations to the Eugene City Council.
3. Council notifies residents, holds a final Public Hearing, and makes a final decision, directing staff to implement the actions.

Some work will be co-adopted by the Eugene City Council and Lane County Board of Commissioners. Staff will also provide regular updates to the Lane County Planning Commission and Board of Commissioners on those project components.



# Engagement Activities

Throughout the project, small and large group conversations will provide the opportunity to connect with specific communities, listen deeply, and work together to formulate solutions:

- ▶ **Social Engagements** will be held early in the process to recruit participants to future meetings and gather input, and later in the project to share findings and draft recommendations. The events will be geared toward youth/students and Black, Indigenous, and people of color. Key factors in a successful event include venue, timeframe, collaborators, meeting materials, agenda, and communication networks.
- ▶ **Working Groups** will meet throughout the course of the project to identify issues and evaluate policies related to housing and employment opportunities. A core group representing key stakeholders will connect through the course of the project and be augmented by individuals with specific knowledge based on the Working Group meeting topic. Topics may include housing needs for Eugene over the next 20 years, economic trends and employment land needs, strategies to address housing and employment needs, and citywide policies establishing housing, compact development, community engagement, and community health priorities.
- ▶ **Individual or Small Group Interviews** with key stakeholders not able to join the Working Group meetings will help answer important questions at specific points in the process. Interviews may also be held as a follow-up to participation in Social Engagements.
- ▶ **In-Person and Virtual Open Houses** will be held at decision milestones and serve as a key strategy to share information with the public about multiple City projects and gather input for Urban Growth Strategies. The City will broadcast to the general public and design specific outreach to historically marginalized communities such as Spanish speakers, low and extremely low income residents, youth, renters, and lesbian, gay, bisexual, transgender and queer (LGBTQ+) community members.
- ▶ **Online Surveys** will be widely distributed throughout the community. Spanish speaking input will be solicited through direct outreach with Spanish speaking staff during events and interviews. Printed surveys will be available on request and at outreach events.
- ▶ **Community Presentations and Tabling.** The project team will be available to participate in community or neighborhood events and present to community groups about the project and intended outcomes. Given limited time and resources, staff will prioritize participating in events and engagements that reach historically marginalized community groups that may not participate in other outreach events like open houses.
- ▶ **Climate-Friendly Area (CFA) Conversations** will engage people in or near their neighborhood and focus on understanding potential impacts and opportunities specific to where people live and work. These conversations will also focus on City efforts to address climate change and implement the Climate-Friendly and Equitable Communities work, specifically designating Climate-Friendly Areas across the city. Hosted in accessible and welcoming community spaces, potentially in partnership with a community group or service organization, these events will target people who might not attend a public meeting or citywide event.
- ▶ **City Boards, Commissions, and Neighborhood Associations** will engage at key points in the project to provide policy feedback, ask questions, and share the project and other engagement opportunities with their networks. In addition to groups in the bullets below, the project will also engage the Sustainability Commission, Human Rights Commission, Active Transportation Committee, and the Mayor's Youth Advisory Council.
- ▶ **Envision Eugene Technical Advisory Committee (EETAC)** will provide feedback to staff on technical aspects of the project at key milestones.



- ▶ **Eugene Planning Commission** provides policy direction and makes a recommendation to City Council.
- ▶ **Eugene City Council Sessions** will provide policy direction and decision-making for the project.
- ▶ **Lane County Planning Commission** will provide policy direction and make a recommendation to the Board of Commissioners for the Envision Eugene Comprehensive Plan and Land Use Designation Map components of the project, and other project work as needed, that will be co adopted with the City of Eugene.
- ▶ **Board of Commissioners Sessions** will provide policy direction and decision-making for the Envision Eugene Comprehensive Plan and Land Use Designation Map components of the project, and other project work as needed, that will be co adopted with the City of Eugene.

## Communication Tools

The project team will use a variety of communication tools to share information about the project and provide updates about community engagement opportunities.

- ▶ **Webpage:** The [project webpage](#) will be updated regularly and include:
  - Homepage with basic project description, upcoming events/meetings/surveys, public comment method, links to the [Engage Eugene](#) page, that will include an email update sign-up link.
  - Links to background documents, technical reports that include community engagement summaries and other project specific webpages.
  - Archived project materials, including project flyers and meeting materials.
  - Webpage in Spanish, with a dedicated URL. The page will include a project description, open house invitations, and information about how to engage.
- ▶ **Public Communications List:** The project will be proactive in creating a list of interested residents, sending out a welcome email, and offering to inform and invite throughout the project. In addition, staff will request that related projects and groups share the email updates and invites with their interested parties lists.
- ▶ **E-Updates:** While younger residents rely on social media, the older set still benefits from receiving information via email. Email update timing will focus on meeting invites, surveys, and outcome follow up.
- ▶ **Social Media:** Content for social media will be informed by the email updates, but reformatted to fit the parameters of Facebook and Instagram.
- ▶ **Online Resources:** The project team will provide additional interactive online resources as appropriate, potentially including informational webinars and virtual open houses. These additional materials may be used to help the public understand the context and purpose of certain project components, as well as see the impact of policy decisions through maps and pictures.
- ▶ **Printed Materials:** Flyers announcing the open houses and surveys will be bilingual (English and Spanish) and posted at venues frequented by people without computers, such as libraries, parks, and social service agencies.
- ▶ **Direct Mailings:** Mailings will be targeted to residents and property owners who may be impacted by certain policy decisions or clarifications, such as to the land use designation map, providing an opportunity to learn more about proposed changes, ask questions, and weigh in. Mailings will direct community members to a specific platform to learn more—either an online informational session, open house, conversation with staff, or other tool. Other needs for direct mailings may be identified, including as a part of the formal adoption process as outlined in Eugene’s Land Use Code requirements for public notice.

# Equity

Decades of discriminatory housing and land exclusion policies have kept communities of color, especially Black individuals, from opportunities to build generational wealth and access affordable and quality housing near schools, grocery stores, jobs, transportation, and clean air and water. These [harmful policies](#) from the past are still felt in Eugene today.

Addressing housing needs goes beyond estimating the number of needed units or stabilizing housing costs. Historically marginalized community groups often face challenges in securing safe, accessible, and affordable housing in the community of their choice due to unfair historic policies, practices, and institutional barriers for marginalized groups. This project considers the following groups as historically marginalized: Black, Indigenous, and people of color, immigrants, people with limited English proficiency, people with disabilities, people without stable housing, people experiencing houselessness, low and extremely low-income and moderate-income households, single-parents, seniors, youth, renters, students, veterans, and lesbian, gay, bisexual, transgender and queer (LGBTQ+) community members.

## The project will advance the following equitable outcomes:

- ▶ **Production** – Encourage a vibrant housing market in Eugene that offers plenty of housing options, both existing and new.
- ▶ **Affordability** – Work to stabilize the cost of buying or renting homes, whether they are market-rate, moderate-income, or subsidized Affordable Housing.
- ▶ **Choice** – Support the production of different types of housing, with diverse characteristics and locations.
- ▶ **Access** – Facilitate equitable access to community resources for all residents, including stable housing, living wage jobs, walkable neighborhoods, participation in local decision making, daily services like groceries and pharmacies, parks, and more.
- ▶ **Fair Housing** – This project will work to affirmatively further fair housing and minimize the risk of housing displacement of people vulnerable to systemic racism and bias, which often stems from public investments and development/redevelopment. Housing displacement is a real and impactful risk from any effort to redevelop or otherwise increase the intensity of development in an area.

While much of Urban Growth Strategies is focused on increasing housing production, affordability, choice, and access to community resources, there are also important elements aimed at promoting living wage job opportunities and economic development. Business and job growth contribute to increased incomes and economic stability for the residents of Eugene. Economic opportunity planning also requires the evaluation of tradeoffs and balancing policies to determine how economic growth can lead to overall gains in community well-being.



# Interested and Impacted Communities and Organizations

The project team will tailor outreach to the type of meeting or event, listen to a wide variety of views, incorporate ideas, and craft recommendations for decision-makers. For example, Open Houses will be widely advertised throughout the community, while the Working Group and interview invites will be tailored to individuals with lived experience and/or work background in the meeting topic.

The project will focus on outreach to individuals and groups affiliated with historically marginalized communities and those significantly impacted by project outcomes. Areas of interest include housing (market rate, affordable housing for low and moderate income households, transitional), business, development, climate change, parks, social services and economic development. Below is a preliminary list of the types groups that will be invited to participate in the project. Groups will be added throughout the engagement process.

- ▶ Community and Faith-based Organizations
- ▶ Local groups connecting or serving historically marginalized communities
- ▶ Housing and Human Services Providers
- ▶ Healthcare Providers
- ▶ Neighborhood Associations and Area-based Organizations
- ▶ Housing and Tenant Advocacy Organizations
- ▶ Affordable, Workforce, and Market-rate Housing Developers
- ▶ Real Estate, Design, Planning and Building Professionals
- ▶ School Districts and Education Service Providers
- ▶ Local Businesses
- ▶ Business & Professional Organizations
- ▶ Groups connected to housing, sustainability, economy, transportation, and topics relevant to the project



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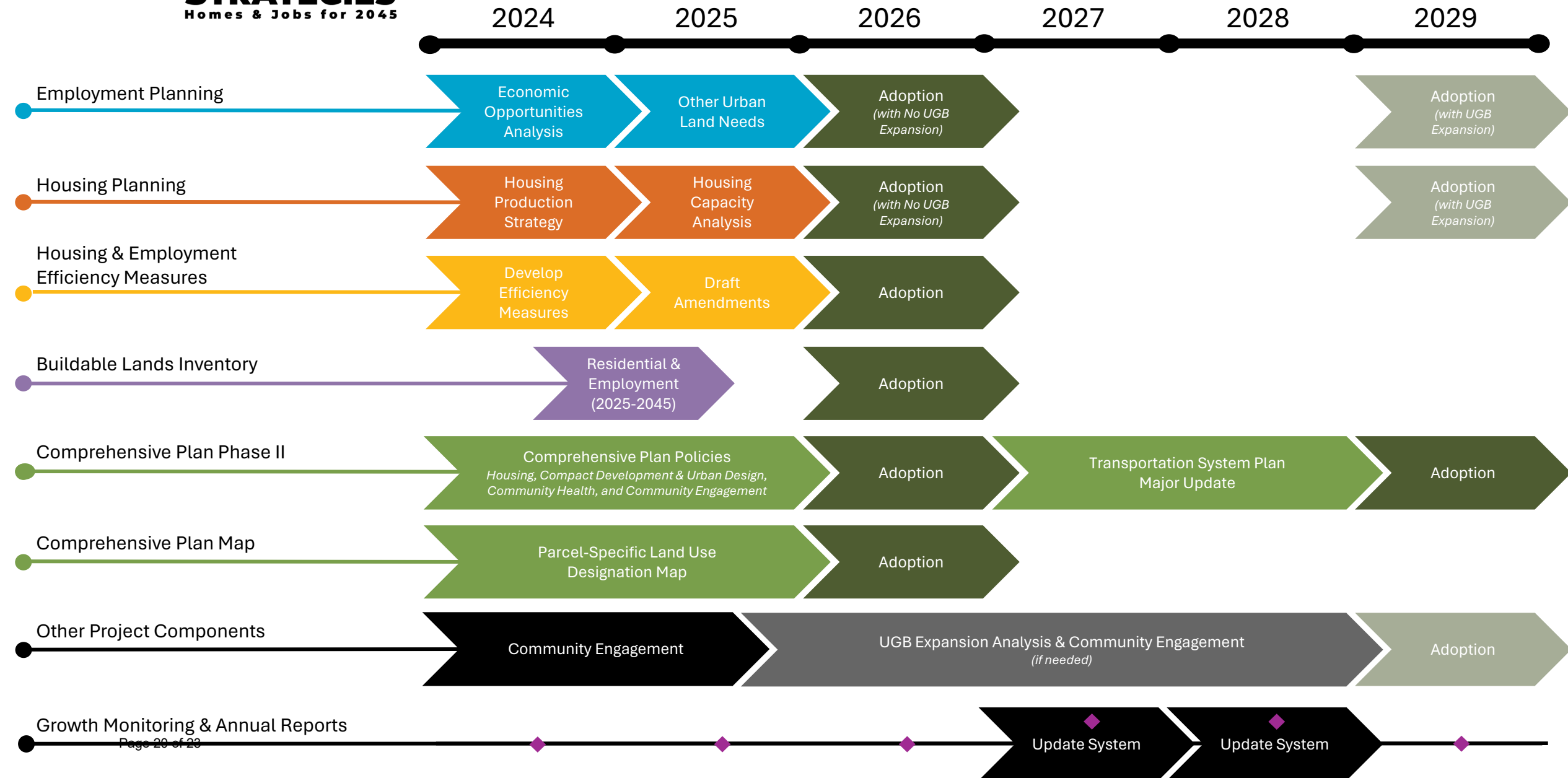
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# Project Summary

Urban Growth Strategies will identify the tools, actions, policies, and land needed for the next 20 years to support living wage jobs and housing that everyone can afford.

Building off the Envision Eugene Community Vision, the project will evaluate the need for housing, jobs, parks, infrastructure, schools, and other urban land uses, as well as what tools can help Eugene to grow more efficiently. This work will result in studies of what land is available in Eugene for these uses, updates to the Envision Eugene Comprehensive Plan (EECP) and other adopted City plans and land use regulations, a parcel-specific land use map, and an evaluation of whether there is a need to expand the Urban Growth Boundary (UGB).

## Project Background

As a cornerstone of Oregon's statewide planning program, each city in Oregon must plan thoughtfully for future growth by adopting an urban growth boundary, or UGB, and a comprehensive plan. The UGB defines a city's growth limit for 20 years, and the comprehensive plan spells out at a policy level how each city will make decisions about growth during that time. The aim of comprehensive plans is to allow cities to thrive while growing in a way that protects farm and forest lands and preserves the high quality of life that Oregonians enjoy.

Beginning in 1982, Eugene and Springfield shared a regional UGB and a regional comprehensive plan, the Eugene-Springfield [Metropolitan Area General Plan](#) (Metro Plan), with policies to guide land use within that UGB. In 2007, the Oregon Legislature passed House Bill 3337, which required Eugene and Springfield to adopt separate, individual UGBs and provide enough buildable land within that UGB to accommodate estimated housing needs for 20 years. As a result of that work, each city also adopted some parts of separate city-specific comprehensive plans that contain each city's UGB as well as adopted policies to guide growth.

Several recent state mandates require the City of Eugene to update its UGB planning, including:

- House Bill 2003 (2019) created the [Regional Housing Needs Analysis](#) which requires cities outside the Portland Metro region, with populations over 10,000 people, to update their Housing Needs and Capacity Analysis every eight years and to adopt a Housing Production Strategy. The Urban Growth Strategies Project will comply with these new statutory deadlines.
- In 2022, the Land Conservation and Development Commission adopted rules establishing the [Climate Friendly and Equitable Communities](#) (CFEC) program. This program seeks to help the State meet its greenhouse gas reduction targets and increase housing choice and equitable outcomes for historically marginalized community groups. Urban Growth Strategies will include designation of Climate-Friendly Areas, a component of CFEC implementation, as one of several policies to encourage more efficient use of land in the UGB. New policies in the Envision Eugene Comprehensive Plan will implement and comply with requirements for compact, walkable development standards citywide.

- In the 2023 legislative session, House Bill 2001, known as the [Oregon Housing Needs Analysis](#) (OHNA), was signed into law. It directs the Department of Land Conservation and Development to develop and implement rules to increase housing production, affordability, and choice. Two packages of rules are expected to be adopted – one by January of 2025 and one by January of 2026, which will both inform various components of Urban Growth Strategies.

## Project Summary

Urban Growth Strategies will be a multi-year effort affecting a wide variety of ongoing City projects, and future development in Eugene. The project is a collaborative effort that integrates state-required urban growth planning, equitable community engagement, and City Council-directed policy work.

Project phases and components of Urban Growth Strategies include:

### Needs and Priorities for Housing

- **Housing Production Strategy (HPS):** A report that summarizes and prioritizes tools and actions to address housing needs and increase housing production, affordability, and choice.
- **Redevelopment Analysis:** An analysis of specific study areas to estimate redevelopment potential and incentives for mixed-use development.
- **Land Use Efficiency Measures:** Tools the City can implement so that residential and employment lands can be used more efficiently – allowing or encouraging more housing and jobs on land than previously expected. This will include Climate-Friendly Areas designation, among others.

### Technical Analysis of Land Needs

- **Buildable Lands Inventory (BLI):** An inventory of Eugene’s existing land supply for housing, employment, parks, and other public needs, identifying vacant or underdeveloped lots and their capacity for future development.
- **Housing Capacity Analysis (HCA):** An analysis of the current and future (20 year) demand for housing in Eugene across a range of prices, rent levels, locations, housing types, and densities.
- **Employment Opportunities Analysis (EOA):** An assessment of Eugene’s economic trends, economic development potential, forecasted employment growth, and needs for future economic growth.
- **Residential Land Supply Study:** Establishes a 20-year supply of land for residential use within Eugene’s UGB, incorporating data gathering and technical analysis from the HCA, residential efficiency measures, and BLI.
- **Employment Land Supply Study:** Establishes a 20-year supply of land for non-residential use within Eugene’s UGB, incorporating data gathering and technical analysis from the EOA, employment efficiency measures, summary of other urban land needs, and BLI.
- **UGB Evaluation:** This work will result in an evaluation of whether Eugene’s UGB needs to be expanded to meet land needs over the next twenty years. This evaluation will consider the findings from the technical analyses to understand and quantify the land needs, as well as the expected impacts of land use efficiency measures to meet those needs within the current UGB.



## Policy Outcomes

- **Envision Eugene Comprehensive Plan (EECP) Phase II:** Continues development and adoption of a Eugene-specific comprehensive plan that implements the vision outlined in Envision Eugene and supported by contemporary community input. It is the overarching policy document for land use planning within Eugene's UGB. Policy updates will reflect land needs and implement priorities tools and actions identified through Urban Growth Strategies work, including new chapters on Housing, Compact Development, Community Engagement, and Community Health. Comprehensive Plan updates will also include the completed land supply studies and possible adjustments to Eugene's UGB.
- **Land Use Designation Map:** This parcel-specific map will clarify and define land use designations and policies for land within Eugene's UGB.
- **Land Use Code and Other Adopted Plans:** Other policy changes may be necessary to implement the outcomes of community engagement and technical analysis, including amendments to the Eugene Land Use Code, Eugene-Springfield Metropolitan Area General Plan, and other plans as needed.

## For More Information

Visit the project webpage at [www.eugene-or.gov/UrbanGrowth](http://www.eugene-or.gov/UrbanGrowth) or follow the project on Engage Eugene at [engage.eugene-or.gov/Urban-Growth-Strategies](http://engage.eugene-or.gov/Urban-Growth-Strategies).

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