

## **COMMUNITY ADVISORY COMMITTEE- Summary Minutes**

North Eugene High School, 200 Silver Lane, Eugene, OR

November 13th, 2018 6:00 P.M.

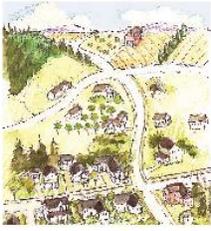
Present: Carl Below, Mary Leontovich, Michele O’Leary, Cameron Ewing, Kate Perle, Rick Duncan, Rebecca Sprinson, Ann Vaughn, Jon Belcher, Louisa de Heer, Louie Vidmar, Ed McMahon

Staff Present: Eric Brown, Anne Fifield, Audrey Stuart

Outcomes: Revised draft goals and policies for the Economic Development topic area

### **Agenda items**

1. Introductions, Agenda review
  - a. The CAC members, staff, and community members all introduced themselves
2. Public Comment
  - a. Jerry Finigan provided an update on the work done on Goal 18. Updates included:
    - i. Working group members and CAC members have met and written draft policies, which Jerry distributed to the CAC.
    - ii. Working group members and CAC members will meet with service providers before the December 5<sup>th</sup> meeting to get input on the draft policies.
3. Discussion of Public Records Law and using Google Docs.
  - a. There have been requests for working group members to have access to the Google Drive. The CAC voted to allow working group members to have access to read documents within the Google Drive but not edit them directly.
  - b. There was a request from CAC members to have printed copies of the different iterations of the draft policies. There was also a request for the printed materials to include action items as well as draft policies.
  - c. There was a question about why only certain goals appear in the Google Drive. Staff replied that the process to date has been to add the most recent version when it gets sent in by the responsible CAC member before their topic area-specific CAC meeting.
4. Activity organization
  - a. An overview was provided of the editing process and roles for the meeting were assigned.
5. Policy Writing
  - a. The CAC went through the draft policies for Goals 1, 2, and 3 and made edits and suggestions.
    - i. See Appendix A for all of the edits made.
6. Reflection on meeting outcomes and policy writing process
7. Announcements
  - a. Recruiting volunteers for January event planning committee
  - b. December policy round-up
  - c. Next meeting: November 20th, Transportation
8. Adjourn



**Action Items**

- CAC members will incorporate the feedback and rework the draft policies

**Appendix**

- Appendix A: Economic Development draft goals and policies with edits included

**Goal 1:**

**Improve the neighborhood economy and empower local residents by encouraging the growth and creation of local businesses.**

Economic development can be described in terms of objectives. These are most commonly described as the creation of jobs and wealth, and the improvement of quality of life. Economic development can also be described as a process that influences growth and restructuring of an economy to enhance the economic well-being of a community.

Note:

Goals 1-3 are intended to follow the section on ED presented in Eugene's Comprehensive Plan and further refining RR/SC neighborhood wants/needs.

**1.1. Prioritize Incentives for Local Businesses**

Enhance incentivizing neighborhood economic development investment in our communities. Each dollar you spend at independent businesses returns many times more money to your local economy.

1.1.1 The City/County should work with the neighborhood to develop incentive programs to assist in the development of strong community commercial investments. (Policy)

1.1.2 Reduce and use regulations for local community investments for development of an employment based jobs, recognizing the importance of living and working within the neighborhood. (Action)

1.1.3 Develop a comprehensive plan for redevelopment of smaller commercial nodes that will assist in developing a strategy for complementary businesses to be located in close proximity. (Action)

1.1.4 Create neighborhood-based resources for small business with sustainable funding from TIF or other instruments. (Action)

1.1.5 Incentify the development of gathering plazas within commercial nodes to support community gathering spaces. (Policy)

1.1.6 Create commercial spaces that allows for small business growth and incubator space development.

1.1.7 Strive for diversity in both businesses and employment, realizing one size does not fit all. (Policy)

1.1.8 Develop tools to measure to measure to success of incentive programs. (Action)

1.1.9 Make the neighborhoods a desirable place for everyone - residents, customers, and business owners to do business.

**Commented [1]:** Clarify what 'local' business is, make terms accountable

**Commented [2]:** 'Local' in terms of people?

**Commented [3]:** Does text under policy heading relate to goal statement?

**Commented [4]:** Sort out action items from policies

**Commented [5]:** 1.1 level should be policies

**Commented [6]:** Shall

**Commented [7]:** Adapt/Refine

**Commented [8]:** Clarify

**Commented [9]:** Jobs/employment opportunities

**Commented [10]:** Connect to 1.1.5

**Commented [11]:** If an action, have policy over both 1.1.3 and 1.1.5

**Commented [12]:** Strategy of

**Commented [13]:** Tax Increment Financing

**Commented [14]:** Incentivize

**Commented [15]:** Delete, overlaps with 1.1.4

**Commented [16]:** Diversity in size and type

**Commented [17]:** Move to under 1.4

**Commented [18]:** Vision-level, not a policy

1.1.10 Support the establishment of new, environmentally-friendly businesses that provide necessary goods, services, and employment opportunities for neighborhood residents.

**Commented [19]:** Find a new place for 'environmentally-friendly', strike rest of 1.1.10, define environmentally-friendly

ACTION: Review "[Understanding the Tax Base Consequences of Local Economic Development Program](#)" [PDF]. RKG Associates, 1998. <https://ilsr.org/key-studies-why-local-matters/>)

ACTION: Bring in local development consultation from i.e. BALLE for an asset base analysis: What incentives and neighborhood assets are available for new or expanded LOIS businesses? What does the available labor pool look like? (<https://bealocalist.org/local-economy-framework/>)

ACTION: Impose land use code that disfavors big box and franchise development into the neighborhood. See example in Corvallis comprehensive plan to limit chain store development (Policy summary – pg 186-188)

ACTION: Allow property owners who control more than a [quarter acre?] of [contiguous?] undeveloped land (e.g., the property minus its built up infrastructure) to apply for and receive a property tax [rebate/credit] for that portion of land specifically dedicated to [small-scale] commercial agricultural activities.

## 1.2 Develop a buy local campaign for neighborhood enterprises

By supporting a local buy campaign for the neighborhood, will build a stronger local employment base, reduce infrastructure needs, and will help enhance the walkability of the neighborhood. More efficient land use and more central locations mean local businesses put less demand on our roads, sewers, and safety services. They also generate more tax revenue per sales dollar. The bottom line: a greater percentage of local independent businesses keep your taxes lower. The casual encounters you enjoy at neighborhood-scale businesses and the public spaces around them build relationships and community cohesiveness

**Commented [20]:** Action, 'encourage local shopping' is goal

**Commented [21]:** Move to under 1.1, all 1.2.1-1.2.5 become action items under 1.1

1.2.1 Support the creation of RR/SC business association.

1.2.2 Foster a farmers markets and handicraft sales by producers in the neighborhood.

1.2.3 Support the use of gathering spaces that support buy local.

**Commented [22]:** Already referenced above

1.2.4 Support a farm-field to table strategy for local farmers to better access to local businesses.

1.2.5 Support agencies buying locally

**Commented [23]:** 1.2.6 Reduce zoning barriers that preclude urban farmers from selling produce on-site, also encourage home business

## 1.3 Assist in connecting the e-commerce of the City of Eugene, Downtown and the neighborhood.

**Commented [24]:** Define e-commerce

**Commented [25]:** Redefine as 'tech'

By creating development of small locally owned businesses that continue to support employment in the neighborhood and create cooperative workspaces that foster minimal to no impacts on the surrounding neighborhoods.

1.3.1 Create an environment that fosters entrepreneurship and supports start-up e-commerce companies.

**Commented [26]:** 'Technology workers', add reference to internet connection

1.3.2 Find funding to assist in developing incubator spaces.

1.3.3 Develop "co-work" spaces that create a sense of community among i.e. gig economy workers.

**Commented [27]:** Expand co-work spaces to more than tech industry

#### **1.4 Evaluate the existing and new business activities (Action)**

Develop a strategy measure the level of acceptable and desirable traits for the community in sufficient detail to allow for an assessment of:

**Commented [28]:** Action under creating the demand for local businesses, take up a level and reduce number of policies

1.4.1 Whether or not there is sufficient commercial and industrial land available, located, clustered, and environmentally suitable for business development;

1.4.2 Whether such business properties are served or can be served adequately with the necessary public infrastructure;

1.4.3 The extent to which the tax base supports public infrastructure necessary for growth and development; explore the use of TIF's

1.4.4 How local permitting and regulatory processes work to encourage or discourage business activity;

1.4.5 Available labor skills and the possible need for labor force training, education, or in-migration;

ACTION: Inventory local business including homebased businesses and services.

ACTION: Create a neighborhood business network or association that includes the diversity of enterprises.

ACTION: Brand the neighborhood as a recognizable identity that draws on our assets (eg: "River and Garden district")

ACTION: use that brand and network to create a visible "buy local" campaign that leverages collective advertising and neighborhood identity. Could be paired with a local exchange currency.

ACTION: Create neighborhood-based resources for small business with sustainable funding from TIF or other instruments

ACTION: set up a RAIN, university extension service, or economic development non-profit focused on neighborhood development. (For example, see Portland's Our 42<sup>nd</sup> Avenue (<http://www.42ave.org/>))

**Goal 2:**

**Promote redevelopment that enhances the character of our neighborhood while increasing access to daily needs.**

**2.1 Integrate river path access/connectivity to commercial and residential roads along RR.**

**Commented [1]:** Action: Wayfinding

**2.2 Promote local agriculture along greenway and river access routes.**

**2.3 Provide Willamette River Greenway protections that including clear and objective standards to development that lies within the greenway boundaries.**

2.3.1 Approve changes (reductions) to SDC's and/or provide tax credits that would support preservation of the Willamette River Greenway via conservation easements.

**Commented [2]:** Encourage preservation of Willamette river greenway by providing incentives

**Commented [3]:** "Establish.."

**2.4 Encourage the development of areas that combine commercial uses with public gathering spaces or plazas, in both River Road and Santa Clara.**

**Commented [4]:** Example of developer donating land as part of SDC

2.4.1 Land use map of property available for development that can be zoned for multi-use. (Action)

**Commented [5]:** Role of publicly-owned land, public-private partnership

**Commented [6]:** Incentivize

2.4.2 Based on map and residential density projections, target locations for multi-use development that includes live/work spaces, apartments above retail, and co-work environments.

**Commented [7]:** Suggestion: Start by identifying areas prime for redevelopment, look at maps & rely on knowledge of neighborhood, connect to TOD study

2.4.3 Identify and incentivize developers who will purchase and redesign ugly property that doesn't maximize potential.

**Commented [8]:** Refer back to Lower RR Concept Plan

**Commented [9]:** Add reference to residential

2.4.4 Utilize available funding and property tax breaks to incentivize mixed use development.

**Commented [10]:** Remove 'public'

**Commented [11]:** Mixed-use

2.4.5 Approve changes to SDC's that would allow small business owners to pay for upgrades over time.

**Commented [12]:** Does not fit under gathering space topic

**Commented [13]:** Remove 'ugly'

**Commented [14]:** Move to a different heading or change heading language to be broader

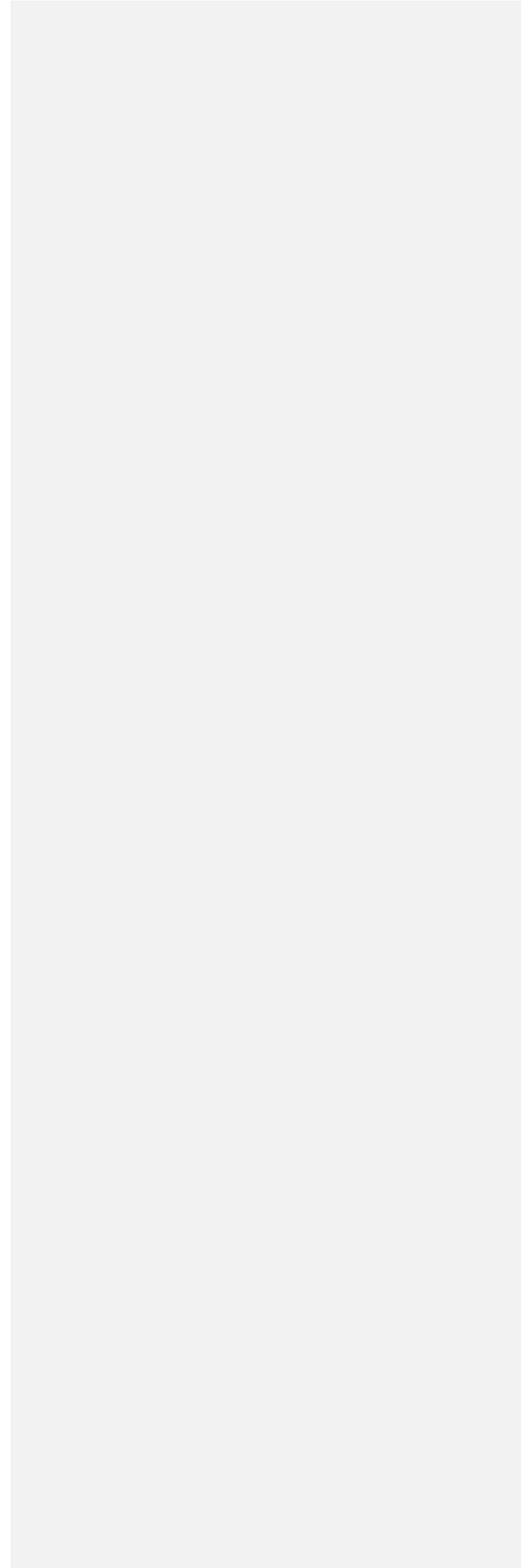
**2.5 Utilize current market analysis to demonstrate needed commercial development and opportunities to local small business owners.**

2.5.1. Conduct market analysis (city/county staff)

2.5.2 Outreach to local small business owners to discuss market analysis and neighborhood business opportunities (neighborhood association sub-committee or RR/SC Business Association, Chamber of Commerce).

**2.6 Utilize available funding/income sources (grants, loans, tax incentives) for targeted small business development that supports Goal 2.**

2.6.1 City/County staff/Chamber of Commerce to facilitate communication, outreach and assistance to small business owners regarding funding opportunities.



**Goal 3:**

**Promote living wage employment opportunities within the neighborhood**

Improving access to employment opportunities entails bringing more jobs closer to residents. Increase access through transportation investments in better bike, pedestrian, and public transportation facilities, thus reducing costs of employment to residences, which helps increase income. Existing businesses are the foundation of any economic growth strategy. By building on what already exists, cities can support current businesses and create a strong foundation on which to attract new employment

**3.1 Increase access to advanced education**

- 3.1.1 Evaluate the business and employment needs of the neighborhood
- 3.1.2 Develop workforce, and job training opportunities

**3.2 Encourage business growth in residential & infill locations (Policy, 3.2.1-3.2.4 are actions)**

By encouraging local businesses to continue to grow in the neighborhood will support a higher level of employment which will benefit better employment opportunities.

- 3.2.1 Review LU codes to determine if code changes can assist in better employment opportunities.
- 3.2.2 Allow for the rezoning of lands on River Road to support employment growth, i.e. E-2
- 3.2.3 Incentify work/live projects
- 3.2.3 Encourage and expand allowances for small, low-impact home based businesses in residential areas, including office or personal service uses.
- 3.2.4 Worker cooperatives are promoted as a vehicle for sustainable and equitable employment.

**3.3 Develop Strong Transportation Options**

**IS this area more appropriate for the Transportation section?**

- Action: Establish and fund cooperative incubator infrastructure.
- Action: Evaluate other successful community redevelopment such as 42nd Ave in PDX, Whiteaker Neighborhood
- Action: Analyze current commercial zoning patterns along the transit corridor. Create (through zoning change i.e. E2 neighborhood commercial districts that incorporate the current commercial nodes.
- Action: Create safe routes for all transportation users to all new and existing nodes of commercial development.

**Commented [1]:** Seems outside scope, not Economic Development

**Commented [2]:** Action item about mentoring, connect to incubators

**Commented [3]:** Connect to schools

**Commented [4]:** Wording to clarify home-based, businesses next to houses, etc

**Commented [5]:** In strategic locations like River Rd and major streets

**Commented [6]:** Rephrase "infill"

**Commented [7]:** How to ensure neighborhood support for locations

Action: Utilize traffic calming measures to enhance the appeal of shopping and doing business locally.

**LAND USE ITEMS**

Larger box commercial around RR/Belt Line

Find areas for Employment/Industrial type uses

Neighborhood Commercial of Appropriate size outside of RR/BL

Rezone River Road Frontage for more intense Employment use

Live/work space in other than Commercial type land

Importance of Higher Density Housing on corridors to support less costly employment- less travel higher income

Action: Create a better looking BL overpass/

