



Eugene City Council

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EUGENE CITY COUNCIL AGENDA

April 23, 2018

**5:30 p.m. CITY COUNCIL WORK SESSION and
MEETING OF THE EUGENE URBAN RENEWAL AGENCY
Harris Hall, 125 East 8th Avenue
Eugene, Oregon 97401**

**Meeting of April 23, 2018;
Her Honor Mayor Lucy Vinis Presiding**

Councilors

Mike Clark, President
Greg Evans
Emily Semple
Jennifer Yeh

Betty Taylor, Vice President
Chris Pryor
Claire Syrett
Alan Zelenka

**5:30 p.m. CITY COUNCIL WORK SESSION and
MEETING OF THE EUGENE URBAN RENEWAL AGENCY
Harris Hall, 125 East 8th Avenue**

Mayor: *I call the April 23, 2018, City Council work session to order.*

1. Committee Reports and Items of Interest

The Mayor adjourns the meeting of the Eugene City Council and convenes a meeting of the Eugene Urban Renewal Agency.

2. URA WORK SESSION: Steam Plant Disposition Process

Urban Renewal Agency President: *I move to approve the use of an RFQ/RFP process for disposition of the Steam Plant using criteria that are consistent with Attachment C.*

Call for vote.

The Mayor adjourns the meeting of the Eugene Urban Renewal Agency and reconvenes the meeting of the Eugene City Council.

April 23, 2018, Work Session

3. WORK SESSION: Homeless Systems Analysis and Public Shelter Study Update

Adjourn.

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

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

<p>For more information, contact the Council Coordinator at 541-682-5010, or visit us online at <i>www.eugene-or.gov</i>.</p>
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URBAN RENEWAL AGENCY BOARD

AGENDA ITEM SUMMARY



Work Session: Steam Plant Disposition Process

Meeting Date: April 23, 2018
Department: Planning and Development
www.eugene-or.gov

Agenda Item Number: 2
Staff Contact: Amanda D'Souza
Contact Telephone Number: 541-682-5540

ISSUE STATEMENT

On March 14, 2018, the Urban Renewal Agency Board (Agency Board) directed staff to draft a Request for Proposal process and criteria for the disposition of the Steam Plant (see map in Attachment A). The purpose of this work session is for the Agency Board to discuss the draft disposition process and criteria for the redevelopment and re-use of the Steam Plant (see draft process and criteria in Attachments B and C, respectively).

BACKGROUND

Located prominently along the banks of the Willamette River, the Steam Plant is an iconic representative of our community's history and is ripe with possibility. The redevelopment of the Steam Plant is a once-in-a-lifetime opportunity to honor the historic significance of the Downtown Riverfront site while embracing its potential to be a place the community is proud of. With the strategic redevelopment of the building, the Steam Plant can become a world-class destination and anchor of activity that serves the community, enhances the riverfront experience, protects riparian habitat, and retains the historic nature of the site.

The Eugene Water & Electric Board Standby Steam Plant is a multi-story masonry and steel-framed building that was constructed in phases between 1931 and 1950 to ensure that EWEB could provide uninterrupted utility services to the Eugene-area. Steam Plant operations ended in 2012, and the building is currently not in use. More information about the Steam Plant building, including environmental and historical considerations, and land use and code requirements can be found in Attachment D.

The Eugene Water & Electric Board Riverfront Master Plan provides limited guidance on the redevelopment of the Steam Plant, stating that "the structure can be significantly altered and/or upgraded, but the original character of the building should remain" (see Attachment E for the Master Plan's Steam Plant Design Guidelines). Although the intent is to repurpose and occupy the Steam Plant, the 2010 Master Plan and subsequent documents have considered the possibility of removing the southeastern portion of the building (an addition constructed in the 1950s). The concept from the Master Plan, also reflected in Williams & Dame Development's presentation at the January 31 work session, is that this area would be used for an access way to the riverfront

park. However, the ultimate disposition of this portion of the building would be determined in partnership with the final redeveloper of the Steam Plant.

The Agency purchased the Downtown Riverfront redevelopment property from Eugene Water & Electric Board, including the Steam Plant, on April 17. The Steam Plant is not covered by the exclusive negotiating agreement between Williams & Dame and the Agency, which covers the remaining Downtown Riverfront property for future development.

At the March 14, 2018, work session, the Agency Board directed staff to draft a process and criteria for the disposition and redevelopment of the Steam Plant. Staff proposes a Request for Qualification/Request for Proposal process for disposition of the Steam Plant. Disposition could include sale or ground lease of the property shown in Attachment A. The Steam Plant is a unique building whose redevelopment will be both important and complicated, requiring the right mix of experience, creativity, and financial capacity. As the backdrop for the new downtown riverfront park and the 2021 championships, and as a riverfront landmark for years to come, disposition of this property is not just about the highest bidder. This is an ambitious project and it may be that we receive one or many responses to the RFQ. Depending on the type and number of responses to the RFQ, proposals could be solicited through options such as a formal competitive RFP, a limited RFP, interviews or presentations. The RFQ/RFP process will allow for flexibility but also provide the needed structure to solicit/collect interest, evaluate concepts, and engage with the public to find the right partner.

Mayor's Institute

The redevelopment of the Steam Plant has garnered a large amount of public attention due to its unique architecture, historical significance, prime riverfront location, and possible redevelopment opportunities. However, the building will require a significant amount of investment that presents a real challenge to its adaptive reuse. Mayor Vinis recently attended the Mayor's Institute on City Design in Charleston, South Carolina, where she engaged with design and development experts on this critical planning and design challenge for our community. The feedback the Mayor received stressed the importance of this project, the pivotal nature of the location, and the opportunity to reinforce the connection with the University of Oregon. Additionally, they encouraged the City to focus on fostering activity both inside and outside building, and celebrating the building as an expression of our local aesthetic.

2021 Track & Field Championships

In the summer of 2021, Eugene will be host to the International Association of Athletic Federations World Track and Field Championships. This is the first time the Championships will be held in the United States and it will be the largest sporting event in the world in 2021. The Championships will provide Eugene an opportunity to welcome and inspire the world. Given its prominence on the riverfront and its unique characteristics and the proposed expansion of Hayward Field, the Riverfront Park and Steam Plant has the possibility of being an ideal community location for an international fan festival and venue for activities associated with the event. The 2021 Steering Committee is aware of, and excited about this possibility and will be looking for more certainty about this potential by August of 2018. For this reason, a creative approach to enhancing the public experience for 2021 and a willingness to work collaboratively with the agency, potential developer and 2021 Steering Committee is strongly encouraged.

Additional Review

City staff asked a number of community groups and stakeholders to review the draft criteria and process. Input was solicited from the list below and incorporated prior to review by the River Guides.

- Historic Review Board
- Sustainability Commission
- Downtown Neighborhood Association
- City of Eugene, Cultural Services Division
- Williams & Dame Development
- Obie Companies

Advisory Committee

On April 17, the River Guides discussed the proposed disposition process and criteria. They unanimously recommended moving forward with the process and draft criteria contained in this agenda item summary. The high-level themes from their discussion included:

- The primary goal for Steam Plant disposition is the adaptive re-use of the building.
- Clarification of which criteria to use in the RFQ phase and which criteria would be used to evaluate proposals.
- Emphasis that the criteria are stated preferences—proposals should not be required to meet all the criteria to be considered for selection.

Case Studies

In the preparation of the draft process and criteria, staff looked to examples of adaptive re-use of historical buildings in other communities. A summary of these case studies are included in Attachment F. While each site and community faced their own challenges and adopted different approaches to their redevelopment, an overarching theme was that all the communities were appreciative the buildings were retained and reused.

RELATED CITY POLICIES

The redevelopment of the Steam Plant addresses many goals for Eugene and the Downtown Riverfront, including:

Eugene Downtown Plan

- Build upon downtown's role as the center for government, commerce, education and culture in the city and the region.
- Downtown development shall support the urban qualities of density, vitality, livability and diversity to create a downtown, urban environment.
- Actively pursue public/private development opportunities to achieve the vision for an active, vital, growing downtown.
- Use downtown development tools and incentives to encourage development that provides character and density downtown.
- Facilitate dense development in the courthouse area and other sites between the core of the downtown and the river.

Riverfront Urban Renewal Plan

- Improve the function, condition, and appearance of the development area.
- Eliminate existing blight and blighting influences.
- Strengthen the economic and environmental conditions of the plan area and the metropolitan area.
- Stimulate development activity and amenities near the new federal courthouse.
- Improve connections between the core of downtown, Riverfront, and the University of Oregon.

Envision Eugene Pillars

- Provide ample economic opportunities for all community members.
 - Meet all of the commercial land needs (office and retail) within the existing Urban Growth Boundary.
- Promote compact urban development and efficient transportation options.
 - Integrate new development and redevelopment in the downtown, in key transit corridors and in core commercial areas.

Regional Economic Prosperity Plan

- Continue to work with property and business owners to expand, upgrade, and construct state-of-the-art facilities.

Eugene Climate & Energy Action Plan

- Increase density around the urban core and along high-capacity transit corridors.

AGENCY BOARD OPTIONS

1. Approve the proposed process and criteria for the disposition of the Steam Plant.
2. Revise and then approve the proposed process and criteria for the disposition of the Steam Plant.
3. Decline to approve the proposed process and criteria for disposition of the Steam Plant at this time.

AGENCY DIRECTOR'S RECOMMENDATION

The Agency Director recommends an RFQ/RFP process using criteria that are generally consistent with Attachment C. Community feedback will be an integral component in the process prior to bringing a recommendation back to the Agency Board for selection.

SUGGESTED MOTION

Move to approve the use of an RFQ/RFP process for disposition of the Steam Plant using criteria that are consistent with Attachment C.

ATTACHMENTS

- A. Map of Steam Plant Property
- B. Draft Disposition Process
- C. Draft Disposition Criteria
- D. Steam Plant Background Information
- E. EWEB Riverfront Master Plan – Steam Plant Design Guidelines
- F. Case Studies

FOR MORE INFORMATION

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Map of Steam Plant Property



- Redevelopment Site Boundary
- Steam Plant Property
- Future City Park
- Future Street
- Proposed Street Stub*

*The proposed street stub is for additional park access in the 2010 Master Plan and the Williams and Dame concept plan (1/31/2018)



Orthophotography 2017; Data: EWEB CAD (Steamplant footprint); EGR & Associates Inc (Redevelopment Site Boundary and Taxlots); SERA Architects (Steam Plant property and future/proposed roads)
Caution: This map is based on imprecise source data, subject to change, and for general reference only.

City of Eugene Planning and Development
April 18, 2018



Draft Disposition Process

Agency Board Action 3/14: *Move to direct the Agency Director to work with the River Guides and others to prepare a draft RFP for the disposal of the steam plant and to schedule a work session with the Agency Board to discuss the draft RFP's criteria and process.* ✓

- Staff solicits feedback on draft criteria and process from: ✓
 - Downtown Neighborhood Association
 - Historic Review Board
 - Sustainability Commission
 - Williams and Dame
 - Obie Companies
 - Cultural Services Department.
- River Guides reviewed draft criteria and process; they agreed that the primary goal of this process should be the adaptive re-use of the building and supported the draft process and criteria. Their recommendations are reflected in the Agency Board materials. (4/17) ✓

Agency Board 4/23: *Action on draft RFQ/RFP Criteria and Process*

**We are
here**

Qualifications Phase

- Agency issues RFQ – target: 4/26
- Qualification Responses due in June
- River Guides review responses and recommend next steps to Agency Director for the proposals phase.

Proposals Phase

Depending on the type and number of responses to the RFQ, proposals could be solicited through options such as: a formal competitive RFP, a limited RFP, interviews, or presentations.

Selection Phase

- Community Outreach
 - Riverfront Park Outreach Events
 - Cultural Services Events
 - Online
 - Other events
- River Guides evaluate responses and community comments and make recommendation to Agency Director and Board – target: Summer/Fall

Agency Board TBD: *Review responses; select team; take action authorizing Agency Director to negotiate deal points (target: Fall)*

Agency Board TBD: *Action on deal points with selected team (target: Fall/Winter)*

Draft Disposition Criteria

Criteria for RFQ

This criteria will be used to evaluate responses submitted during the Request for Qualifications phase.

The City seeks responses from interested parties who have a unique vision for the creative, sustainable, and adaptive reuse of the site and building. Preferred applicants or teams will have:

- A proven track record of completing successful, high quality redevelopment projects (including information about project costs);
- Demonstrated experience with redevelopment and adaptive re-use projects in urban settings (experience with historic redevelopment is preferred);
- Demonstrated experience with community-oriented projects with clear benefit to the broader public;
- Demonstrated preference for use of local contractors and/or Minority and Women-owned businesses enterprises;
- Evidence of financial capacity;
- A vision for the adaptive re-use of the Steam Plant including ideas about possible proposed use(s); and
- Statement of commitment to work collaboratively with the Agency and 2021 Steering Committee to pursue a creative approach to enhancing the public experience during the World Track and Field Championships in 2021.

Criteria for Selection of Proposals

This criteria will be used to evaluate proposals during the selection phase. The criteria listed below are meant to express preferences – projects will not be required to demonstrate all the criteria to be considered for selection.

Use.

The end use should maximize the Steam Plant's potential and and serve as a key destination in the Downtown Riverfront area. The preferred project will redevelop the building to:

- Provide a use or uses that are aligned with the EWEB Riverfront Master Plan's vision of an active and vibrant downtown riverfront that reflects the Eugene community;
- Serve as an anchor in the Downtown Riverfront, attracting people to the area and generating economic, social, and cultural vibrancy;
- Support inclusive uses that will benefit the broader community;
- Incorporate elements that contribute to an inviting and safe pedestrian environment;
- Incorporate a use compatible with adjacent developments and park, urban, and riparian contexts; and
- Provide a parking assessment and a plan to accommodate the parking and transportation needs of the proposed uses.

Timeliness & Feasibility.

Preferred concepts will include:

- Reasonable timeline (a creative approach to enhancing the public experience for 2021 and a willingness to work collaboratively with the Agency and 2021 Steering Committee is strongly encouraged);
- Demonstrated understanding of market potential for the proposed concept(s); and
- Reasonable project budget that minimizes need for public assistance.

Additional Public Benefits.

Preference will be given to projects that:

- Present a holistic vision for the parcel that is compatible with existing, recent, and anticipated development nearby;
- Honor historic and architectural significance of the building, including coordination with the State Historical Preservation Office (when and if needed), and incorporate elements that help tell the story of the building's history;
- Include some indoor and/or outdoor public space accessible to the broader community;
- Positively impact and protect the surrounding environment and riparian areas;
- Integrate art or opportunities for public creativity;
- Incorporate uses which further Eugene as a creative and entrepreneurial hub;
- Include a plan to re-use or salvage materials at all stages of the redevelopment process;
- Complement riverfront park and downtown riverfront development;
- Serve as an iconic link between University of Oregon and Downtown; and
- Demonstrate intention or plan to solicit services from local contractors and/or Minority and Women-owned business enterprises.

Consistency with City Policies and Goals.

The Riverfront Urban Renewal Plan, Downtown Plan, and the EWEB Riverfront Master Plan are the primary policy documents that guide public and private redevelopment in the Downtown Riverfront area. Other plans and policy documents also provide guidance including Envision Eugene and the Community Climate and Energy Action Plan. Any proposed development concept must be consistent with the policies and goals for the downtown riverfront as reflected in these documents.

Steam Plant Background

History of the Steam Plant

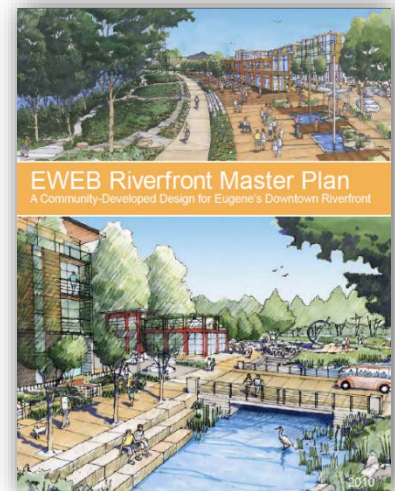
The Steam Plant is the oldest standing structure on the Downtown Riverfront property and is a significant structure at the east end of the park property (see map Attachment D). Constructed in 1931 this 28,000 square foot multi-story masonry and steel structure was built to house three steam boilers and turbines. The industrial deco-style building is historically significant for its original use in generating standby electrical power to the pumps bringing river water in to the city's original water treatment plant, and beginning in 1962, to supply district heating to downtown businesses. Steam Plant operations ceased in 2012 and the building is currently vacant. However its unique position as an icon of Eugene's industrial past and location within 50 feet of the top of the riverbank calls for the plant to be preserved and repurposed as an important historical landmark at the east end of the Downtown Riverfront property.



Alignment with the EWEB Riverfront Master Plan

The EWEB Riverfront Master Plan was adopted by the EWEB Board in 2010, a key step in reconnecting downtown to the Willamette River. The Master Plan, which included a significant multi-year public engagement process, was adopted by City Council in 2013 along with land use policies to support its implementation. The Steam Plant is highlighted in the Plan as an important piece to retain and embrace. The Master Plan identifies the following guiding principles for proceeding with the Steam Plant's redevelopment:

- The building's structure can be significantly altered and/or upgraded, but the original character of the building should remain.
- The Steam Plant is one of the 2004 Downtown Plan's designated "special places." As part of the Downtown Riverfront redevelopment, the Master Plan emphasizes the wish to reveal the "layers of history" imbedded in the site to create this special, historically significant site.
- The Steam Plant is 55 feet tall. Any additions to the building outside the existing footprint are limited to 55 feet. Additions on top of the existing structure (or otherwise within the existing footprint) can extend to 75 feet, with a minimum of a 5 foot setback at the roof of the existing structure (see Attachment E for more information on the Steam Plant's Design Guidelines).



How Redevelopment of The Steam Plant Meets Riverfront Urban Renewal Plan Goals

Redevelopment of the Steam Plant site would further six of the seven goals in the Riverfront Urban Renewal Plan:

1. To improve the function, condition, and appearance of the development area;
2. To eliminate existing blight and blighting influences;
3. To strengthen the economic and environmental conditions of the plan area and the metropolitan area;
4. To stimulate development activity and amenities near the new federal courthouse;
5. To stimulate appropriate redevelopment in the Riverfront area currently occupied by EWEB, if EWEB relocates in whole or in part from this property;
7. To protect or enhance the riparian area.

A major focus of the Plan is to encourage redevelopment of areas that are blighted and underutilized (goals #1, #2, and #3).

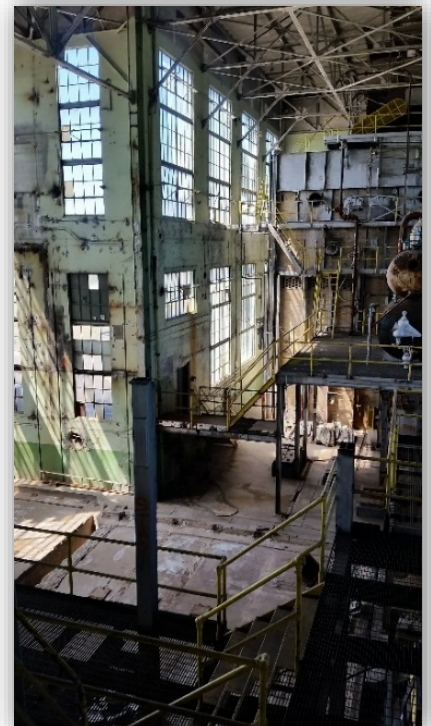
The Steam Plant is within the Downtown Riverfront site, and as such will have a direct positive impact in encouraging the appropriate redevelopment of the property (goal #5), which is near the federal courthouse (goal #4).

With the Steam Plant so close to the riparian area, it is vital that its redevelopment protects and enhances the natural features of the Willamette River (goal #7)

Retaining the Building's Historical Significance

The Steam Plant is eligible to be listed on the City Landmark or National Register of Historic Places. Because of this, ORS 358.653 applies; this statute obligates cities to consult with the State Historic Preservation Office (SHPO) to avoid inadvertent impacts to historic properties for which they are responsible. Due to its historic significance, any redevelopment of the Steam Plant is likely to involve SHPO review before plans are finalized.

The SHPO process includes an assessment of adverse effects from, if any, proposed changes to the building. Examples of adverse impacts include destruction, alteration, and sale out of public ownership. When a property is restored or repaired in accordance with the Interior's Standards for the Treatment of Historic Properties, then it is not considered an adverse effect. In order to select a qualified redeveloper, it will be important to develop criteria that highlights this process and how to redevelop buildings of historical significance. More information about the SHPO requirements can be found on our website: www.eugene-or.gov/SteamPlant



Anticipating 2021

In the summer of 2021, Eugene will be host to the International Association of Athletics Federations (IAAF) World Championships. This is the first time the IAAF Championships will be held in the U.S., and it will be the largest sporting event in the world in 2021. The Championships present a unique opportunity in which the world's eyes will be on Eugene. Given its prominence on the riverfront and its unique characteristics, the event's Local Organizing Committee has indicated an interest in incorporating the Steam Plant into activities planned around the Championships.

Managing Environmental Impacts

Over the past few years, EWEB has done a considerable amount of work around the Steam Plant to address environmental and human health concerns to prepare the area for redevelopment. Activities included removal of an underground storage tank, asbestos abatement and demolition activities on three boilers, and remediation of petroleum-contaminated soil from areas surrounding the Steam Plant. The Oregon Department of Environmental Quality issued a No Further Action (NFA) determination on the entire Downtown Riverfront site in December 2017. Future excavation and construction work at the Steam Plant will need to implement a Contaminated Media Management Plan to ensure the protection of human health and environmental quality. More information about the environmental remediation can be found on our website: www.eugene-or.gov/SteamPlant

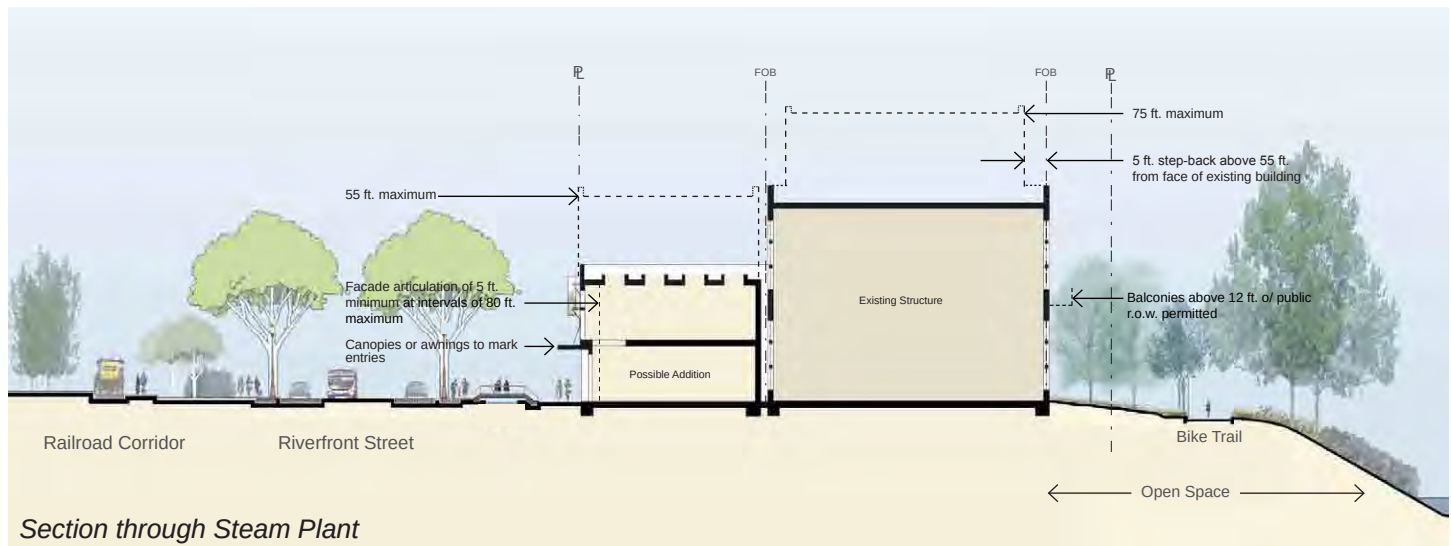
Abiding by Land Use and Code Requirements

The Master Plan provides thorough details on land use and design requirements for the Steam Plant site (Attachment F). The Steam Plant property is zoned as Special Area-Downtown Riverfront (S-DR) zone with a water resources overlay. The Steam Plant site falls within the Mixed Use sub-district with the active overlay for this zone. Eugene Code 9.3130-9.3190 addresses site development specifics for permitted and prohibited uses, adaptive reuse of existing buildings, lot standards, general development standards, height regulations, transportation system standards, parking requirements, landscape and open space requirements, and development standards for the sub-districts and overlays within the S-DR zone. The parking requirements state that residential uses shall have a minimum of 0.75 and a maximum of 2.25 off-street parking spaces per dwelling unit. Non-residential uses shall have no minimum and a maximum of 1 off-street parking space per every 250 square feet of gross floor area. The water resources overlay and applicability of the Willamette River Greenway requirements serve to protect the adjacent riparian area. More information on the zoning specifics can be found here: www.eugene-or.gov/SteamPlant

Additionally, staff have identified that the most recent addition to the Steam Plant, which was built in the 1950s and not deemed historically significant, does not need to be preserved during the site's redevelopment. Williams & Dame's current concept assumes this portion of the building will likely be demolished, and proposes the creation of a road to the south of the Steam Plant for better site circulation.

DESIGN GUIDELINES

Steam Plant



Overview

The Steam Plant provides an ideal anchor among the adjacent Cultural Landscape and public open space. Design guidelines are set to both protect the architectural character of the original Steam Plant structure and its concrete-frame addition, and to allow for its adaptive reuse and the construction of an addition.

Recommendations

Uses

Commercial, institutional, multi-family residential mixed-use, community services and hospitality.

Ground level and roof outdoor terraces allowed.

Cantilevered or suspended balconies of 12 ft. minimum depth above existing main level.

Blocks

12 (Steam Plant Building)



Requirements

Height Maximums

- 55 ft. for new construction
- Vertical additions within footprint of existing building can reach 75 ft.

Build-to Lines

Required along Riverfront Street and public open space

Setbacks

As shown on Build-to Lines diagram

Step-Backs

5 ft. minimum required above 55 ft. with addition to existing structure

Uses + Construction Requirements

Refer to Use Guidelines. LEED-NC certification standard.

Ground Level

Canopies, awnings or other overhead elements required to identify use and mark entries.

Architectural Character

Maintain architectural character of the original Steam Plant and concrete-frame addition with adaptive reuse and retrofit. Cantilevered or suspended balconies allowed.

With new construction, facade articulation of 5 ft. minimum at intervals of 80 ft. maximum.

Case Studies: Learning from Other Communities

The following case studies provide a brief overview of similar approaches to the disposition of historic buildings.

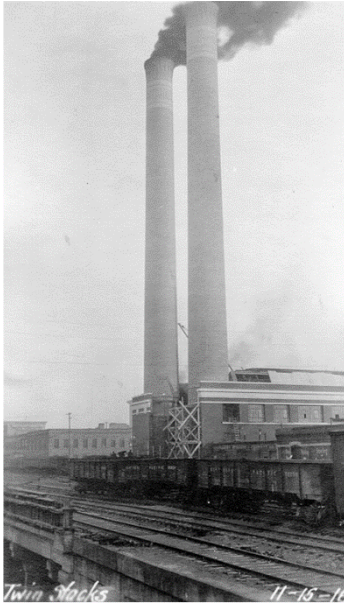


Figure 1: The Spokane Steam Plant building prior to being developed.

Spokane Steam Plant, Spokane, WA

The Steam Plant in Spokane, Washington was built in 1916 and operated for nearly 70 years to provide steam heat throughout downtown Spokane. The building was shut down in 1986 when more economical means of heat were developed. In 1996, Washington Water Power (WWP) formed Steam Plant Square, LLC, which assembled a visionary team to create a future for this building. Spokane-based Wells and Company was approached by WWP's venture capital team (later to branch out as Avista) to redevelop this building into a community asset alive with people and commerce. This redevelopment would be known as Steam Plant Square. The project was successful due to tax credits, an innovative partnership, and buy-in from the City's historic preservation department. The team made the decision to preserve as much of the original machinery as possible and complete the work within the rigid guidelines of historic renovation. The Steam Plant in addition to two additional structures (the Seehorn Lane and Courtyard buildings) now offers over 80,000 square feet of office, retail, and dining with space for nearly 50 tenants. The four

massive steam boilers have been converted into restaurant seating and a waterfall/wishing well. The 1,200-ton coal bunker has become high-tech office space suspended from the ceiling. One of the stacks is a visitor attraction, while the other stack houses a conference room in one of the office spaces. In 2001, Steam Plant Square received the National Preservation Honor Award, and is now listed on the National, Washington, and Spokane Registers of Historic Places.

Germantown YWCA, Philadelphia, Pennsylvania

In 2016, the Philadelphia Redevelopment Authority (PRA) selected a developer to revitalize the Germantown YWCA building. The developer, KBK Enterprises, has plans for an adaptive-reuse project to convert the YWCA into 24 apartments, half of which will be affordable and half market-rate. Commercial and office space will occupy the first floor. PRA issued an RFP in July 2015 where the criteria focused on how the proposed use would align with the Germantown community, the developer's track record, and the economic opportunity that the project would provide. The project is expected to be completed in summer 2019.



Figure 2: The Germantown YWCA building prior to being developed.

Speedway Administration Building, Boston, Massachusetts



Figure 3: The historic Speedway House building prior to being developed.

The Speedway was constructed in 1899 as part of a nationwide movement at the time to provide more public space within cities for the citizens to enjoy. The Department of Conservation and Recreation (DCR) along with the preservation community created a robust public process to determine this building's future use while considering the large financial and preservation challenges that go with an adaptive reuse project. It was decided that a third party would be most suitable to take on this project, so the DCR issued an RFP in 2013 for the rehabilitation

of The Speedway Building. The selected firm, Architectural Heritage Foundation (AHF) presented a strong skill set of experience, resources, public benefit, and long-term vision required to fulfill the project. As of September 2017, the project has seen some issues with lease language and a structure fire, but the efforts continue.

Stone Soap Building, Detroit, Michigan

The two-structures on the Stone Soap site served as a regional powerhouse for the industry as early as 1907. An additional building was erected on the site in 1929 as manufacturing continued to boom. In the late 1970's the Stone Soap Co. purchased the buildings to manufacture commercial detergents, and occupied the site until the late 1990's. The buildings then sat vacant for 20 years. Recently, the City of Detroit has focused on redeveloping its east riverfront, and the Stone Soap building is the first step in that redevelopment. In spring 2017 an RFP was issued by the City of Detroit soliciting a developer to redevelop the buildings. The RFP required applicants to submit a rendering of how the building will incorporate into the riverfront as it continues to develop. Special consideration was given to proposals that increases the vertical density with the existing structure and demonstrate the feasibility and sensibility of such improvements. Detroit-based developer Banyan Investments has been selected to proceed. The proposed project includes 63 residential units with 20 percent being affordable. The space will also include retail, an open-air market, a parking carousal, and amenities for the residents. The Stone Soap building is expected to break ground in spring 2018 following City Council approval, with completion expected by fall 2020.



Figure 4: A small glimpse of the Stone Soap Building in its current condition.

Proposal System for Sale of Deteriorating Properties, Troy, New York

Tax-foreclosed properties are managed by a City-hired nonprofit. The City and nonprofit develop property profiles for all foreclosed sites. Anyone can complete the property disposition proposal to purchase and redevelop a foreclosed piece of property. The intended use is considered more important than the proposed purchase price, allowing for blighted buildings to revitalize at a faster pace for the community's benefit. City staff provide recommendations to City Council for dispositions from the applicant pool based on the following criteria:

1. The best use of the property.
2. Highest long term tax return to the City.
3. Owner-occupancy or ownership by people living in the immediate area.
4. Probability of owner to complete proposed improvements and maintain the property. And,
5. Benefit to neighborhood condition, appearance and property values.



Figure 5: The Leonard Hospital in Troy, New York, is one of many buildings being dispositioned by the City.

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Homeless Systems Analysis and Public Shelter Study Update

Meeting Date: April 23, 2018
Department: Central Services, City Manager's Office
www.eugene-or.gov

Agenda Item Number: 3
Staff Contact: Jason Dedrick
Contact Telephone Number: 541-682-5033

ISSUE STATEMENT

This item is an opportunity for staff to provide an update on collaborative efforts underway with Lane County to complete an analysis of our community's homeless service system and recommendations regarding a public shelter.

BACKGROUND

In June 2017, Council allocated \$1 million to be utilized for a future shelter and also directed staff to return with a plan for how to utilize those funds. In the fall of 2017, Lane County Health and Human Services secured funding from the State of Oregon, via the Human Services Commission, that could be utilized specifically for a public shelter study. The context of the study is that the community currently has a complex network of shelter options and that while learning about public shelter best practices from other communities would be important, so too would an objective, expert analysis of the local situation with recommendations that would be tailored to the financial and policy conditions present in the community and effective integration of a new public shelter into the current system.

In December 2017, a team of City and County staff identified the key areas that a services mapping and public shelter study should address so as to guide the qualifications necessary in a consultant to perform the work. Staff returned to City Council at the January 8, 2018, Work Session to provide an update on the project and gather any feedback that would inform the shelter study. Later that month, Lane County issued a Request for Proposals (RFP) to secure the services of a consultant to perform the shelter study.

As a result of the RFP process, Technical Assistance Collaborative (TAC) was selected as the contractor for the study and they recently have begun work on the analysis. Their first major task will include a synthesis of local homelessness data and mapping of all community housing and human services programs focused on homelessness. This important product will be the first full-picture understanding of all homelessness services, their capacity and gaps in the community.

The systems mapping component of the work is scheduled to be completed this summer, while the full draft report, including recommendations on a public shelter, will be available this fall. Staff will provide additional information on the systems mapping effort, including the stakeholders involved, in this portion of the study at the work session. In addition, staff will provide an update on TAC's initial site visit, the plan for future Council updates and next steps on the project.

The study will incorporate elements of the Triple Bottom Line through examination of how a shelter could serve different and often underserved populations (social equity) as well as how a shelter would be integrated with other programs that address housing and overall economic prosperity. Any future staff recommendations related to a public shelter will incorporate consideration of the Triple Bottom Line.

RELATED CITY POLICIES

1. Council goal for a safe community: A community where all people are safe, valued and welcome.

COUNCIL OPTIONS

This is an information-only item.

CITY MANAGER'S RECOMMENDATION

This is an information-only item. There is no City Manager recommendation.

SUGGESTED MOTION

None

ATTACHMENTS

None

FOR MORE INFORMATION

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