

# Florence Planning Commission

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## Memorandum

To: Florence Planning Commission  
From: Wendy Farley Campbell, Planning Director  
Date: April 19, 2019  
Subject: April 23, 2019 PC Meeting

On April 23, 2019 Florence Planning Commission will hold a meeting to review the City of Florence 2019-2020 Work Plan and receive an update on the City's Housing Needs Planning Project. Below are brief explanations of those items, the materials in your packet, and associated deliverables.

### **Housing Code Update**

In November 2018 the Department of Land Conservation and Development (DLCD) and City of Florence entered into a Memorandum of Understanding for technical assistance to update city code. The objectives are to amend processes and criteria that hinder development of needed housing and update permitted uses and development standards to ensure the mix and density of allowed housing can accommodate needed housing. In Task 1 of the project the consultants 3J Consulting and JET Planning reviewed city code, the comprehensive plan and draft code amendments. In Task 2 they considered needed amendments and developed a memo of draft code concepts which is in your packet. The memo outlines proposed chapters slated for change and conceptual and actual code amendments.

The next step is a technical review of the proposed code changes before they are presented in late May to the CEDC and to members of the community at the Open House. A sub-committee made of up three CEDC members, a PC member, staff, and developer was formed to review the proposed code amendments. Commissioner Sandi Young volunteered to represent the Planning Commission on the sub-committee. Also, included in your packet is a timeline of the project tasks and sub tasks and a memo to the Community and Economic Development Committee listing the upcoming meeting dates. Members of the community and city volunteers are invited and encouraged to attend sub-committee and CEDC meetings. Planning Commission will hold one or more work sessions on the proposed code amendments in July with hearings scheduled for August.

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## **Florence 2019-2020 Work Plan**

On April 1, 2019 City Council approved Resolution 6, Series 2019 adopting the 2019-202 City of Florence Work Plan. Council's decision followed a goal setting session held on January 14<sup>th</sup> and two work sessions on February 13<sup>th</sup> and March 18<sup>th</sup>. They considered input from the City's committee's and commission. The adopted plan is included in your packet. The Planning Commission specific items are highlighted in yellow. The next step is for the Committees and Commissions to develop an annual workplan and report of the prior service year. and timeline to get the various plan elements accomplished. The work plans are to be presented to the Council at a June 2019 meeting for approval.

### **Attachments:**

#### Housing Code Update:

- Memo from 3J Consulting dated March 14, 2019
- Housing Code Project Timeline
- Memo from Staff to CEDC dated April 10, 2019

City of Florence 2019-2020 Work Plan

## Florence Housing Code Update - Timeline & Deadlines *(last update 4.10.19)*

<b>Color Key:</b>	Consultant	CEDC (AKA: Advisory Committee)
	City Staff	Housing Code Update Sub-Committee
	Public Open House	

### Task 2: Draft Code Update

#### 1 Preliminary Review of Findings and Recommendations

	Due Date	Responsibility
a. Draft Findings & Recommendations	March 8th	Consultant
b. Review draft findings and recommendations	March 12th	City Staff
c. Revised draft findings & recommendations	March 14th	Consultant

#### 2 Community & Economic Development Committee (CEDC) / Advisory Committee Meeting

a. Agenda & packets to CEDC	March 15th	City Staff
b. Invite Council & Planning Commission to CEDC Meeting	March 15th	City Staff
c. CEDC Meeting #1		
1. Code Concepts Review		
2. Presentation on ideas & broad scale feedback		
3. Assign members of CEDC, PC, CC (as interested) to participate in Housing Code Update Subcommittee	March 21st at 3:00 p.m.	Consultant & City Staff
d. Summary of CEDC Meeting	March 28th	Consultant

#### 3 Internal Review of Preliminary Housing Code Updates

a. Draft Code Update to City Staff	April 25th	Consultant
b. Preliminary Review of Draft Code Update	May 2nd	City Staff
c. Housing Code Subcommittee Meeting #1	May 2nd	City Staff
Introduction to Florence Zoning, Land Use, Planning and Housing	at 3:00 p.m.	
Receipt of Code Update Materials		
d. Housing Code Subcommittee Meeting #2	May 9th	City Staff
Detailed Review of Housing Code Updates with Staff	at 3:00 p.m.	
e. Code update edits to Consultants	May 10th	City Staff
f. Consultants provide 2nd Draft Code to City	May 15th	Consultant
g. Housing Code Subcommittee Meeting #3	May 16th	City Staff
Plan, Review and prepare recommendation to full CEDC	at 3:00 p.m.	

#### 4 Housing Code Update Sub-Committee Review & Second CEDC Meeting

a. Revised code update to Housing Code Sub-Committee	May 17th	City Staff
b. CEDC Meeting #2	May 23rd	
1. Broad scale review of Housing Code Updates with entire CEDC	at 3:00 p.m.	Consultant & City Staff
c. Summary of CEDC Meeting	May 30th	Consultant

### Task 3: Final Code Update

#### 1 Public Open House

	Due Date	Responsibility
a. Schedule public open house, meeting room & logistics	April 10th	City Staff
b. Public Open House presentation materials to city staff	May 13th	Consultants
c. Comments on presentation materials	May 16th	City Staff
d. <b>Public Open House</b>	<b>May 23rd at 5:30 p.m. @ City Hall</b>	<b>Consultant &amp; City Staff</b>
e. Public meeting summary	May 30th	Consultants

#### 2 Final CEDC Meeting

a. Revised code update to City Staff	June 7th	Consultants
b. Agenda & Meeting materials (including revised code update) to CEDC	June 13th	City Staff
c. <b>CEDC Meeting (3rd)</b> 1. Last review of proposed code 2. Recommendation to proceed with Planning Commission / City Council public hearing process	<b>June 20th at 3:30 p.m.</b>	<b>Consultant &amp; City Staff</b>
d. CEDC Meeting Summary	June 27th	Consultants
e. Final Hearings-Ready Documents	June 30th	Consultants

### Task 4: Public Hearings Process

#### 1 Public & DLCD Notice

	Due Date	Responsibility
a. Prepare DLCD Notice (35 days prior to 1st Evid. Hearing)	7/1/2019	City Staff
b. Prepare public notices (20-40 days prior to 1st Evid. Hearing)	5/26/19 to 7/16/2019	City Staff

#### 2 Joint Work Session with City Council & Planning Commission

a. Prepare Agenda & Meeting materials for joint work session	July 8th	City Staff
b. Joint Work Session with City Council & Planning Commission	July 15th	City Staff

#### 3 Joint Public Hearing with City Council & Planning Commission

a. Prepare Agenda & Meeting materials for joint public hearing	July 29th	City Staff
b. Joint Public Hearing with City Council & Planning Commission 1. Approval of Code Amendments	August 5th	City Staff

## Memorandum

**To:** Community and Economic Development Committee

**From:** City Staff

**Date:** April 10, 2019

**Subj:** City of Florence Housing Code Update Timeline

Date	Meeting	Additional Information
<u>May 2<sup>nd</sup> at 3:00 - 5:00 PM</u> City of Florence City Hall	Housing Code Subcommittee Meeting #1	- Introduction of Florence Zoning, Land Use, and Planning - Receipt of Code Update Materials
<u>May 9<sup>th</sup> at 3:00 - 5:00 PM</u> City of Florence City Hall	Housing Code Subcommittee Meeting #2	- Detailed Review of Housing Code Updates with City Staff
<u>May 16<sup>th</sup> at 3:00 - 5:00 PM</u> City of Florence City Hall	Housing Code Subcommittee Meeting #3	- Plan, Review, and Prepare Recommendations for Full Committee Meeting
<u>May 23<sup>rd</sup> at 3:30 - 5:30 PM</u> City of Florence City Hall	CEDC Meeting #2 with Consulting Team	- Broad Scale Review of Proposed Housing Code Updates with entire CEDC
<u>May 23<sup>rd</sup> at 5:30 – 7:30 PM</u> City of Florence City Hall	Public Open House	- Consultants and City Staff answer questions and receive feedback on Housing Code Amendments from Public
<u>June 20<sup>th</sup> at 3:30 – 5:30 PM</u> City of Florence City Hall	CEDC Meeting #3 with Consulting Team	- Last Review of Proposed Code - Recommendation to Proceed with Planning Commission/ City Council Public Hearing Process

### Housing Code Subcommittee Members:

Robbie Wright, CEDC Chairperson

Bill Prosser, CEDC Vice-Chairperson

David Montes, CEDC Member

Sandi Young, Planning Commissioner

Eric Sneddon, Real Estate Broker and Habitat for Humanity Board Member

Rodger Center, Contractor

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## MEMORANDUM

To: City of Florence Community & Economic Development Committee (CEDC)  
CC: Wendy Farley-Campbell, City of Florence Planning Director  
From: Steve Faust and Sean Edging, 3J Consulting  
Elizabeth Decker, JET Planning  
Date: March 14, 2019  
Project Name: Florence Code Update Project  
RE: Draft Code Update Concepts

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### Introduction

The Florence Code Update Project aims to develop zoning code amendments that will support further housing development in line with the City's needs and goals, by expanding residential development opportunities and removing barriers to development. The project is funded through a state grant from the Department of Land Conservation and Development (DLCD) to hire an outside consulting team, 3J Consulting and JET Planning, to develop zoning code amendments by June 30, 2019.

The City's 2017 Housing Needs Analysis (HNA) identified a need for more housing to serve all income levels, with greater variety of options beyond traditional single-family detached homes, including townhouses and apartments. The proposed code amendments will help to implement the HNA and Comprehensive Plan goals related to housing, consistent with state law that requires a "clear and objective" review path for all types of housing<sup>1</sup> that does not cause "unreasonable cost or delay" to increase the feasibility and certainty surrounding residential development. (ORS 197.307)

The overarching goal for the code amendments is to remove regulatory barriers to the development of a wide variety of housing types in compliance with both the letter and the spirit of Oregon's clear and objective requirements, to better meet the City's identified needs for housing. This spans a wide range of code amendments across three main categories:

- Updating permitted use lists and development standards to expand the mix and density of allowed housing;
- Providing or enhancing a clear and objective approval path for residential projects; and
- Removing or amending development standards, approval criteria or review processes that hinder residential development.

This memo outlines draft code update concepts to address the amendment priorities, as a precursor to developing updated zoning code language in the later project stages. The project priorities are based on the Task 1.1 Housing Code Memo, direction from Planning Director Wendy Farley-Campbell and Florence planning staff, and consultants' analysis of existing City code, development opportunities and state-wide best practices.

This memo is intended to provide a starting point for the Community & Economic Development Committee (CEDC) discussion at their March 21 meeting to refine the priority areas and the code

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1. State law requires clear and objective standards for all "needed housing," which implies a certain subset of residential development, however, recent changes to the definition of "needed housing" expand the term to cover all residential development in residential, commercial and mixed-use zones. (ORS 197.303)



amendment concepts to address each area, within the short timeline and limited scope for this project. While specific numbers, standards, and other details are included in the memo, they are intended as a starting point for discussion rather than a concrete recommendation. Discussion at the March CEDC meeting will be vital to refine the concepts and amendments proposed to address the City's priorities and identify any additional priority areas.

## **Code Update Topics**

### **General Zoning Provisions (Title 10 – Chapter 2)**

- Develop definitions for new residential uses, including:
  - Single-family Attached: Revise definition for Dwelling, Single. Consider revision of “family” definition
  - Duplexes/Duets: Revise definition for Dwelling, Duplex.
  - Tri-plexes: Create a definition for this use category.
  - Four-plexes: Create a definition for this use category.
  - Multi-Family: Revise definition for Dwelling, Multiple to reference that it applies to five units and up rather than three or more units and allows for certain shared facilities.
  - Cluster housing: Revise “cottage cluster” to “cluster housing”; ensure emphasis on shared common open space.
  - Assisted Living: Create a definition for this use category.
  - Senior Housing: Revise definition for Home of the Aged.
  - Transitional Housing: Create a definition for this use category.
  - Hotel: Ensure this definition does not overlap with “Transitional Housing”
  - Boarding House/Dormitory: Revise boarding house definition, include length of stay to differentiate from temporary lodging like bed and breakfasts.
  - Religious Institution: Revise existing definition of Church and expand to include residential uses such as a parsonage.

### **Off-Street Parking and Loading (Title 10 - Chapter 3)**

The main goal for the Off-Street Parking and Loading chapter is to create standards for proposed uses that are not currently defined in code and allow flexibility for the development of a variety of housing.

- Establish minimum parking standards for development types that are not defined in the existing code. Recommendations aim to balance off-street parking needs and preferences in Florence, against the feasibility of developing these uses. For example, a duplex on a small lot may not have room to add four off-street parking spaces, and if it did, the parking could dominate the lot. Because these are minimum standards, individual projects could meet or exceed these requirements depending on site layout and market demand, much like existing single-family development commonly exceeds the two space per unit minimum requirement.

<b>Residential Dwelling Type</b>	<b>Current Standard</b>	<b>Proposed Standard</b>
Duplex/Duet	N/A	1 space per unit
Triplex or Four-plex	N/A	1 space per unit
Cottage Clusters	N/A	1 space per unit

- Establish an on-street parking credit to allow minimum residential parking requirements to be partly met through on-street parking to complement off-street parking spaces. Similar to Old Town zones, projects can count a limited number or percentage of spaces located on-street in front of the lot.

### **Zoning Variances (Title 10 – Chapter 5)**

- Develop a Type II modification process (i.e. “Minor Variance” or “Adjustment”) that is easier for smaller modification requests, such as a 20% adjustment to setbacks. Currently, all modifications to standards require a Type III Variance, with a public hearing, which can be a major hurdle for a project to overcome.

### **Design Review (Title 10 – Chapter 6)**

- Revise Design Review process to create a clear and objective review path for residential uses.
  - Create a Type II review path for certain residential projects, including tri-plexes, quad-plexes, and cluster housing.
  - Clarify applicability in 10-6-3 for residential projects. Clarify in individual zoning district chapters when Design Review is required.
  - Develop a set of clear and objective standards for residential projects subject to Design Review through revising 10-6-5.
- Use consistent terminology, Site Design Review or Design Review, across different chapters.

### **Special Standards (Title 10 – Chapter 7)**

- Develop cluster housing standards to allow for development of small-scale housing clustered on a lot including cottage housing and garden apartments, with the inclusion of open space. Standards should address the following topics, within these general parameters:
  - Site size: Typical cluster housing is developed with 4-12 units per cluster for the low and medium-density zone but allow larger developments in the high-density zone. Consider a 12,000-SF minimum site size for the LDR zone, 10,000-SF minimum site size for the MDR zone, and no minimum for HDR zone.
  - Unit sizes: Consider maximum unit sizes of 1,000-1,500 SF per unit.
  - Density: Allow density bonus of 50-100% above the maximum density for single-family detached in the underlying zone.
  - Housing types allowed: Allow single-family detached and duplexes in the LDR zone, and single-family detached and up to four units attached in the MDR zone. Allow all unit types including attached in the HDR zone, effectively creating a garden apartment-style development. Allowing attached units decreases construction costs and increases number of homes than can be built within a project by maximizing space. Height and bulk requirements keep even attached units at a scale consistent with nearby neighborhoods.
  - Open space required: Consider 100 SF requirement per unit, consistent with the existing multifamily requirement. Require at least half of open space to be provided in a common central courtyard. Clarify what types of common features count as open space. For example, laundry rooms may not count while rec rooms likely would.
  - Orientation: Require two to three sides of the courtyard to be occupied by buildings.
  - Pedestrian paths: Require paths connecting each unit to open space, parking area, and sidewalk.
  - Height: Limit height to two stories.
  - Setbacks: Require perimeter setbacks similar to single-family detached residential, but not greater, to maximize the building envelope.
  - Lot coverage: Allow increased lot coverage relative to base zones.
  - Parking: Require no more than one space minimum per unit to maximize area available for residential development and minimize appearance of a “parking lot.” Allow parking in common lot, on street, and in attached garages with units if served by an alley.
  - Design details: Consider limited design standards for entryways, materials, window coverage, but avoid limiting standards that significantly increase costs relative to other single-family residential development types.



- Transitional Housing:
  - Propose a Comp Plan policy to ensure future conversation and exploration of options.
  - Indicate situations in which transitional or temporary housing configurations are not permitted.
  - Develop standards to allow for temporary RV dwellings for medical hardship.

### **Nonconforming Lots and Uses (Title 10 – Chapter 8)**

- Revise the criteria related to undersized lots of record (10-8-3) to allow for the development of historic legal lots with narrow widths (e.g. historic lots of appx. 25 ft in low and medium density zones)

### **Residential Zones and Uses (Title 10 – Chapters 10-13)**

The overall goal for revisions to residential zones and uses is to provide greater variety of residential types that can be developed in a greater number of zones, with corresponding dimensional standards that provide adequate space for each type of residential development while using land efficiently. Dimensional standards and new minimum and maximum density limits will be developed in tandem so that they fit future projects. Expanded residential uses include many types of “missing middle” housing, such as townhouses, duplexes, triplexes, four-plexes, ADUs, and cottage cluster housing. Appropriate review procedures (permitted or conditional uses) for each type of residential use in each zone will be established to meet goals for a simplified, clear and objective review process as well as opportunity for public input on proposed development.

- Rename and recalibrate residential zoning districts to better reflect intended development types, while respecting existing development patterns. Map amendments will likely be necessary to support these changes.

<b>Existing Zone</b>	<b>Proposed Zone</b>
Residential Zone – Single-Family – Restricted Residential (RR)	Low Density Residential (LDR)
Residential Zone – Single-Family Residential (RS)	Medium Density Residential (MDR)
Residential Zone – Single-Family – Manufactured Home (RMH)	Unchanged
Residential Zone – Multiple Family – Multi-Family (RM)	High Density Residential (HDR)

- Expand the range of residential uses permitted in the residential zoning districts, and simplify the review required to develop such uses. According to the HNA, single-family detached residential is forecasted to remain the predominate form of development, however, there is significant demand for townhouses, apartments, and other development types that currently face significant development challenges. Expanding the range of uses translates into a variety of ownership types, household sizes, and affordability levels to serve a wider range of Florence households. Allow uses to be developed under the appropriate level of review, including adding a Type II Site Design Review option, rather than using a Type III Conditional Use Review as currently required for many uses.

	<b>LDR</b>		<b>MDR</b>		<b>RMH</b>		<b>HDR</b>	
	Exist.	Prop.	Exist.	Prop.	Exist.	Prop.	Exist.	Prop.
Single-family detached	P	P	P	P	P	P	C	C
Accessory Structure	P	P	P	P	P	P	P	P
ADU	P	P	P	P	N	P	P	P

Single-Family Attached	N	N	N	SR	N	SR	P	P
Duplexes/Duets	N	SR	C	P	C	P	P	P
Tri-plexes	N	N	N	SR	N	SR	P	P
Four-plexes	N	N	N	SR	N	SR	P	P
Multi-Family (5+)	N	N	N	N	N	N	P	P
Cluster Housing	N	SR	N	SR	N	SR	P	P
Manufactured Home or Temporary Dwelling/RV – Medical Hardship	C	C	C	C	P	C	C	C
Manufactured Home	N	P	N	P	P	P	C	C
Manufactured Home Park/Subdivision	N	N	N	N	C	SR	C	SR
Assisted Living	NA	SR	NA	SR	NA	SR	NA	SR
Senior Housing	N	SR	C	SR	C	SR	C	SR
Boarding House/Dormitory	NA	N	NA	C	NA	C	NA	SR
Transitional	NA	N	NA	N	NA	N	NA	N
Religious Institution or Parsonage	C	C	C	C	C	C	C	C

Notes: P=Permitted with Type I review, SR=Type II site design review required, C=Conditional use review required, N=Not permitted, NA=Not Defined, Changes are highlighted

- Revise dimensional standards for lots for single-family detached development in LDR, MDR, and HDR zones. Reducing lot sizes will allow existing residential land to be used more efficiently and provide more flexibility for developers. Single-family detached homes are the most common development type in Florence, and are expected to remain popular in future developments, thus, reducing lot sizes is one of the most effective measures to increase the number of units developed in future projects and bring the city closer to meeting its Comprehensive Plan goal to increase residential densities. Additionally, allow alternative minimum lot sizes that correspond to the desired dwelling type.

		Existing	Proposed
LDR	Minimum lot size	9,000 sq. ft	7,500 sq. ft
	Minimum lot width	50 ft	No change
	Maximum height	28 ft	35 ft – Primary 20 ft – Accessory 28 ft – ADU 30 ft – Other non-residential
	Maximum building coverage	35% (65% Impervious)	50% (75% impervious)
MDR	Minimum lot size	6,000 sq. ft	5,000 sq. ft single-family detached and duplexes 3,000 sq. ft single-family attached 7,500 sq. ft triplexes 10,000 sq. ft four-plexes
	Minimum lot width	50 ft	No change
	Maximum height	28 ft	Same as above
	Maximum building coverage	35% (65% Impervious)	50% (75% impervious)
RMH	Minimum lot size	6,000 sq. ft 2,450 sq. ft for parks	5,000 sq. ft 2,450 sq. ft for MFH parks
	Minimum lot width	50 ft	No change
	Maximum height	28 ft	Same as above
	Maximum building coverage	35% (65% Impervious)	50% (75% impervious)

<b>HDR</b>	Minimum lot size	6,500 sq. ft	2,000 sq. ft for single family (attached or detached) 4,000 sq. ft for duplexes 5,000 sq. ft for all other development types
	Minimum lot width	65 ft (50 ft for existing parcels)	25 ft for SF attached 50 ft for all other development types
	Maximum height	28 ft	Same as above
	Maximum building coverage	50% (75% Impervious)	75% (85% impervious)

- Develop minimum density standards for zones that correspond to 80% of minimum lot sizes for single-family detached residential lots. A higher minimum density encourages more efficient use of land inside the UGB, which in turn supports more efficient and economical infrastructure development and homes that are more affordable.
- A uniform maximum density standard is not proposed for each district, except for the HDR zone; maximum densities are effectively established by the minimum lot sizes for each type of development and vary depending on those types of development. A new maximum average density standard for new subdivisions is proposed at 125 to 150% of the density that could be built with only single-family detached homes on lots meeting the minimum lot size in order to encourage a mix of development types and lot sizes.

	<b>LDR</b>	<b>MDR</b>	<b>RMH</b>	<b>HDR</b>
Minimum net density (units/acre)	4.5	7	7	12
Maximum average net density (units/acre)	7.5	12	12	25*
*Create a review pathway for higher density proposals in the HDR zone				

For reference, the maximum densities that could be achieved based on the minimum lot sizes for each type of development are:

Single-family detached	5.8	8.7	18	22
Single-family attached	N/A	14.5	18	22
Duplex	11.6	17.4	17.4	21.8
Triplex	N/A	17.4	17.4	25
Four-plex	N/A	17.4	17.4	25

- Simplify the standards of the Manufactured Home Zone to make them easier to understand to encourage development and to align with state land use and building code requirements for manufactured home parks. Adjust dimensional standards in each zone to accommodate housing types desired for that zone.
- Where attached structures are permitted, reduce the setbacks for these development types to 0 feet.

## **Commercial and Mixed-Use Zones (Title 10 – Chapters 15, 17 & 30)**

ORS 197.303 definition of needed housing includes residential uses in mixed-use and commercial areas, meaning that residential uses in these zones must have a clear and objective development option. Additionally, the Comprehensive Plan specifies “The use of upper levels of commercial structures for residential living shall be encouraged where such a mix will add to the overall vitality of the immediate area.” There is opportunity for additional residential uses in these areas, given that there is currently a surplus of 40-45 acres of retail/commercial-zoned land according to the City’s Economic Opportunity Analysis (EOA). The majority of vacant lots are 1 acre or less.

The main goal for the commercial and mixed-use zones is to develop standards that would allow upper-story residential development a clear and objective pathway for development. Consider whether to create opportunities to allow ground-floor residential development in these zones, which is significantly easier to finance and develop compared to vertical mixed-use projects, particularly on smaller lots.

- Commercial (C) and North Commercial (NC) zones:
  - At a minimum, allow for the development of upper-story housing development through a Type I or II review.
    - Develop clear and objective development standards for upper-story residential units that can be reviewed through a Type I or II review.
  - Consider permitting ground-floor residential uses for regulated affordable housing projects, given that commercial ground-floor use requirements disqualify many affordable housing projects because of financing complexities.
- Update development and design standards to ensure that there is a clear and objective review option for residential uses in the Old Town zoning district.
  - Allow upper-story residential units through a Type I or II review; clarify existing language on whether uses are a Permitted or a Type III Conditional Use.
  - Develop clear and objective approval criteria for a Type I or II review of upper-story residential units.
  - Develop clear and objective lot coverage standards (10-17A-3 C & 10-17C-3 C).

## **PUDs (Title 10 – Chapter 23)**

The main goal for the PUD standards is to allow for flexibility to certain standards during the review process in exchange for an enhanced public benefit.

- Develop standards that allow for more projects to utilize PUDs through changes to minimum project size and timing (i.e. allowing phased approaches).
- Develop prescriptive language to identify which standards can be varied through the PUD process, to help Planning Commission and staff determine where flexibility is appropriate and reduce ambiguity/discretion.
- Provide guidance on what types of exceptions to standards are appropriate and inappropriate.
- Make clear the expectation for an enhanced public benefit through the PUD.
  - High quality, innovative residential lot and building design
  - Incorporation of unique land forms into the final project design
  - Significant open space
  - On-site amenities reflecting the value for both active and passive recreational facilities
  - Natural resource protection, where identified as part of a preliminary site investigation report

- A mix of dwelling unit types and densities, and a mix of residential, commercial, and recreational uses, where appropriate.
- Allow open space reductions if there is a park within ¼ mile of a PUD if there is reasonable bike/ped connection.
- Explore fee-in-lieu and/or requirements to develop undeveloped parkland in-lieu of providing open space to ensure the provision of adequate parkland.

### **Partitions and Subdivisions (Title 11 – Chapters 2, 3 & 4)**

The main goal for the partition and subdivision standards is to update standards to reflect current technology and to allow for greater certainty during the development process.

- Amend the City's lot standards to allow for flag, key, and "butt" lots without the approval of Planning Commission.
- Review and amend requirements associated with flag lot widths.
- Allow project phasing for subdivisions.
- To encourage the development of duets, create a simplified review track for partitions of duets.
- Update partition and subdivision plan requirements to reflect modern technology and consistent terminology.
- Expand and clarify tentative plan approval criteria in 11-3-4 to ensure they are clear and objective.
- Flag Public Works improvement requirements that are an obstacle to residential development, particularly those that don't meet the clear and objective requirement.
- Flag potential obstacles from transit and transportation requirements.

### **Next Steps**

Key concepts from this memo will be presented at the March 21<sup>st</sup> CEDC meeting in order to refine the direction for code amendments. Following the meeting, draft zoning code language will be developed in advance of the April 18<sup>th</sup> CEDC meeting. Feedback from that meeting will be incorporated into final draft zoning code by June 30, 2019. At that time, City staff will lead the adoption process through the adoption process.

# City of Florence

## July 1, 2019 – June 30, 2021

### Work Plan

Preliminary Priority		Goal(s) Addressed
1	Housing Efforts & Initiatives (Development, Regulations, Workforce/ Affordable Projects & Support, Homelessness & Incentives)	<ul style="list-style-type: none"> <li>• Goal 2: Livability &amp; Quality of Life</li> <li>• Goal 3: Economic Development</li> <li>• Goal 5: Financial &amp; Org. Sustain</li> </ul>

#### Development Regulations

**Objective 1:** Continue working with the Oregon Department of Land Conservation & Development (DLCD) to complete residential zoning code audit and amend residential land use codes to streamline regulations and address barriers concerning development of housing.

- **Task 1:** Host code concepts work session with Community & Economic Development Committee (CEDC) and invite Council and Planning Commission.
- **Task 2:** Prepare amendments to Florence City Code based upon priorities of community.
- **Task 3:** Evaluate proposed code amendments for viability.
- **Task 4:** Host public open house.
- **Task 5:** Amend proposed code amendments based on public input and receive recommendation from CEDC.
- **Task 6:** Host joint public hearing process with Planning Commission & City Council.
- **Task 7:** Create marketing materials/ Public Service Announcements/ etc. to notify builders and public of changes.

**Objective 2:** Update Florence City Code Titles 10 and 11 to address deficiencies outside of the DLCD Technical Assistance program scope or funding availability.

**Objective 3:** Update Comprehensive Plan and Zoning Maps in support of housing and economic opportunities analysis completed in 2018.

**Objective 4:** Evaluate and amend short term rental policies to ensure adequate housing supply for workforce.

#### Housing Development

**Objective 1:** Support community partners in development of workforce/ affordable housing.

- **Task 1:** Support Neighborhood Economic Development Corporation (NEDCO) with development of Airport Road site.
- **Task 2:** Support other non-profit efforts to provide additional workforce/ affordable housing.

**Objective 2:** Evaluate the City's role and potential costs/ locations for city participation in workforce housing development projects.

- **Task 1:** Work with Community & Economic Development Committee to perform rental market study and market efforts to developers.
- **Task 2:** Evaluate City, government partners, and non-profit owned property to determine viability for use in workforce housing projects.
- **Task 3:** Explore local and regional funding options to support development of housing for low- and moderate-income households.
- **Task 4:** Work with partners to pursue state and federal grants to design and finance workforce housing projects.
- **Task 5:** Pursue partnerships with local partner agencies to develop student housing, including but not limited to, Lane Community College, Siuslaw School District, Peace Health, Port of Siuslaw, and the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians.

**Objective 3:** Coordinate with major local employers in efforts to develop and support housing affordable to their workforce.

- **Task 1:** Including, but not limited to Peace Health, Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians, Siuslaw School District and City of Florence.

**Objective 4:** Explore options for accommodating transitional housing and make necessary code updates.

### **Old Town/ Main Street Development**

**Objective 1:** Support the Florence Urban Renewal Agency's (FURA) work to market and recruit for five catalyst sites for housing and commercial uses.

- **Task 1:** Reach out to property owners to determine interest in partnering with the City and FURA for marketing/ development opportunities and for design assistance.
- **Task 2:** Work with property owners to determine barriers to development and potential solutions.
- **Task 3:** Work with property owners to develop marketing materials including video, brochure, web presence etc.

### **Financial Incentives**

**Objective 1:** Evaluate options and long-term financial sustainability for financial incentives to promote workforce housing development.

- **Task 1:** Evaluate System Development Charge structure for long-term viability of workforce housing incentives.
- **Task 2:** Evaluate opportunities for implementing property tax exemptions for workforce housing projects.
- **Task 3:** Evaluate other public funding/ incentives mechanisms as appropriate.
- **Task 4:** Work with funding partners to identify different types of housing subsidies and funding options.

Preliminary Priority		Goal(s) Addressed
2	Family Wage Jobs & Workforce Development (Retention, Expansion, Marketing, Infrastructure & Incentives)	<ul style="list-style-type: none"> <li>• Goal 2: Livability &amp; Quality of Life</li> <li>• Goal 3: Economic Development</li> </ul>

### **Infrastructure**

**Objective 1:** Complete utility infrastructure expansion projects along transportation corridors to promote development opportunities.

- Task 1: Complete North Hwy 101 Sewer Extension, West Side.
- Task 2: Complete North Hwy 101 Sewer Extension, East Side.
- Task 3: Complete Hwy 126 Water & Sewer Extension.
- Task 4: Complete Hwy 126 Water & Sewer Extension, Phase 2.

### **Business Retention & Expansion**

**Objective 1:** Work with the Florence Area Chamber of Commerce to determine interest and financial implications of a partnership to accomplish the City of Florence's Business Retention & Expansion program.

**Objective 2:** Develop a business retention & expansion program in coordination with community partners.

- Task 1: Develop and implement annual business survey.
- Task 2: Follow up with business survey submittals on business needs in the community.

**Objective 3:** Support the Florence Urban Renewal Agency's (FURA) efforts to continue a predevelopment grant program.

- Task 1: Continue management of the predevelopment grant program.
- Task 2: Analyze the financial feasibility of accepting additional applications for the program.

**Objective 4:** Continue to monitor new business licenses & perform outreach.

- Task 1: Create new business welcome program to local businesses to educate them on permitting and building requirements before they purchase a property or sign a lease.

**Objective 5:** Work with the Florence Urban Renewal Agency (FURA) to develop and implement a Façade Improvement Program.

- Task 1: Analyze the financial feasibility of the creation of a Façade improvement program, and if feasible develop and deploy program.
- Task 2: Work with community groups to develop and/ or enhance award program for façade and landscaping improvements.



## **Marketing & Recruitment**

**Objective 1:** Expand marketing for the Pacific View Business Park and research available methods to help promote development.

- **Task 1:** Evaluate the possibility of streamlining the purchasing process for lots by preparing public hearing process for all lots prior to potential sales.
- **Task 2:** Develop marketing materials including video, brochure, web presence etc.
- **Task 3:** Coordinate with Business Oregon, Lane County and the South Coast Development Council for out of area marketing.

**Objective 2:** Maintain information on available properties, buildings and businesses in Florence.

- **Task 1:** Update Available properties map quarterly.
- **Task 2:** Develop online portal for available properties through [www.florencebusiness.org](http://www.florencebusiness.org) and ensure its interface with the Florence Area Chamber of Commerce's website.

**Objective 3:** Update and maintain [florencebusiness.org](http://florencebusiness.org) website and information.

## **Tourism Promotion**

**Objective 1:** Review transient room tax (TRT) allocation methodology, as well as marketing and visitor information center contract.

- **Task 1:** Support efforts of tourism marketing agencies including but not limited to Travel Oregon, Travel Lane County, Oregon Coast Visitor's Association, and the Florence Area Chamber of Commerce.

**Objective 2:** Discuss investment in Florence tourism promotion with Lane County.

**Objective 3:** Continue to support community driven efforts toward public space beautification, recreational opportunities and culture.

- **Task 1:** Work with community groups to develop a City-wide Holiday lighting program.

**Objective 4:** Work with Florence Urban Renewal Agency (FURA) and the Transportation Committee to consider amendments to parking requirements in Old Town.

- **Task 1:** Consider supporting efforts to research and determine whether to conduct a parking analysis and take steps for parking management in Old Town.
- **Task 2:** Work with Old Town businesses on potential strategies for parking management.

## **Entrepreneurship & Innovation**

**Objective 1:** Continue to support the Regional Accelerator & Innovation Network (RAIN), Small Business Development Center (SBDC), and Florence Area Chamber of Commerce entrepreneurship programs.

- **Task 1:** Evaluate progress and determine whether to fund additional service years.
- **Task 2:** Assist in marketing entrepreneurship events and trainings.
- **Task 3:** Provide support to business and potential business participants as necessary.

- Task 4: Support and advance efforts to obtain additional funding and incentives for entrepreneurship programs through grants or statewide funding initiatives.
- Task 5: Work with partners to build a program to educate local middle and high school students in the value of entrepreneurship.

**Objective 2:** Conduct feasibility study for redevelopment of key sites for public/ private development ‘incubator’ and ‘makers spaces’.

### **Education & Workforce**

**Objective 1:** Support entities that provide education, workforce training, apprenticeship, and/ or internship opportunities to local students and residents.

- Task 1: Consider holding joint work session with Siuslaw School District to discuss School improvements, workforce training, and art/ music curriculum.
- Task 2: Work with Lane Education Service District, Lane Workforce Partnership, and other partner agencies to develop tools for student/ teacher workforce training, apprenticeships and/or internships.
- Task 3: Develop and market workforce recruitment video and other marketing materials.

### **Economic Development Community Outreach & Program Structure**

**Objective 1:** Improve communication with Council and Community regarding the City’s economic development efforts.

- Task 1: Create and update lead tracking sheet for internal communication.
- Task 2: Create process to quantify private economic development improvements in the community.
- Task 3: Develop monthly newsletter/ web/ social media outreach on Economic Development efforts
- Task 4: Prepare quarterly reports to Council.

**Objective 2:** Develop Community & Economic Development Committee to assist in work plan efforts and outreach.

**Objective 3:** Develop long term staffing plan for economic development efforts.

**Objective 4:** Leverage resources by maintaining partnerships with regional agencies.

- Task 1: Including (but not limited to) Cascade West Economic Development District (CWEDD), South Coast Development Council (SCDC), Lane Workforce Partnership (LWP), Small Business Development Center (SCDC), Business Oregon, Lane County, Lane Community College, and the Florence Area Chamber of Commerce.

Preliminary Priority		Goal(s) Addressed
<b>3</b>	ReVision Florence Community Outreach & Completion (Hwy 101/ 126 Streetscape & Paving)	<ul style="list-style-type: none"> <li>• Goal 2: Livability &amp; Quality of Life</li> <li>• Goal 3: Economic Development</li> </ul>

**Objective 1:** Public Outreach and Agency Coordination.

- Task 1: Coordination with ODOT through project construction.
- Task 2: Public outreach and communication during construction.

**Objective 2:** Plan for installation and funding of items removed from contract.

- Task 1: Purchase and installation of pedestrian amenities.
- Task 2: Funding plan, purchase and installation of pedestrian light arms and banner arms.
- Task 3: Funding plan and installation for construction of gateway monument pillars.
- Task 4: Determine funding strategy, timeline and installation to systematically complete Public Art within the streetscape project including both Art Exposed and permanent installations.
- Task 5: Coordination with the Chamber of Commerce on expanding the flower basket and banner program to Highway 101 in the project area.

Preliminary Priority		Goal(s) Addressed
<b>4</b>	Development of Quince Street Property (Hotel/ Mixed-Use/ Housing, Trail, Infrastructure & Incentives)	<ul style="list-style-type: none"> <li>• Goal 3: Economic Development</li> <li>• Goal 5: Financial &amp; Org. Sustain.</li> </ul>

**Objective 1:** Concept plan for property.

- Task 1: Develop concept plan for property and hotel feasibility analysis.
- Task 2: Determine financial strategy and complete necessary preliminary assessments including but not limited to lot line adjustments, geotechnical analysis, floodplain analysis, regrading, tree management, subdivision, etc.

**Objective 2:** Marketing & Development.

- Task 1: Develop marketing materials including video, brochure, web presence etc.
- Task 2: Hire commercial real estate broker and develop strategy for marketing property development including cost/ benefit analysis of RFP process for developer.

Preliminary Priority		Goal(s) Addressed
5	Parks & Park Improvements (Gallagher, River & Miller Parks and Estuary Trail)	<ul style="list-style-type: none"> <li>• Goal 2: Livability &amp; Quality of Life</li> <li>• Goal 3: Economic Development</li> </ul>

**Objective 1:** Construct and develop new Siuslaw River Beach Access Park.

**Objective 2:** Plan and complete Siuslaw Estuary Trail – Hwy 126 to Port Property.

**Objective 3:** Conversion of Old Public Works to Gallagher Park.

- Task 1: Public outreach on what type of park amenities are desired for Gallagher park.
- Task 2: Create a master plan for the development of Gallagher Park over the next 2-5 years.
- Task 3: Design for new amenities and cost estimates.
- Task 4: Seek and obtain grant funding for park development.
- Task 5: Bid process for construction of new park facilities.
- Task 6: Construction of Gallagher Park expansion.

**Objective 4:** Support Community group grants to improve or create new parks.

- Task 1: Implement vision that was developed for the General Ben King Memorial Airport Gateway.
- Task 2: Work with school district and community volunteers to develop new soccer fields at middle school site.
- Task 3: Work with Siuslaw Baseball Association, Siuslaw Youth Soccer, and other community partners to rehabilitate and expand sport/ fitness opportunities at Miller Park.

**Objective 5:** Improve parks, trails, and walkability.

- Task 1: Develop trail brochure and update City webpage.
- Task 2: Complete major trail maintenance & repaving.
- Task 3: Expand park amenities in Old Town.
- Task 4: Expand pickleball opportunities at Rolling Dunes Park or Gallagher Park.
- Task 5: Relocate community gardens to Rolling Dunes Park.

**Objective 6:** Complete Park Master Plan Update.

- Task 1: Complete Park Master Plan update with specific projects and costs.
- Task 2: Seek long term financing plan to improve parks, trails and walkability.

Preliminary Priority		Goal(s) Addressed
6	Infrastructure & Capital Improvements (Water, Sewer, Stormwater & Streets)	<ul style="list-style-type: none"> <li>• Goal 1: City Service Delivery</li> <li>• Goal 2: Livability &amp; Quality of Life</li> </ul>

### **City Facilities**

#### **Objective 1:** City Hall Remodel and Expansion Completion.

- Task 1: Completion of items outside of the City Hall construction contract, such as signage, records storage system, other items for facility utilization.
- Task 2: Employee training on new facility procedures and systems.
- Task 3: Development and completion of City Hall landscaping.
- Task 4: Construction of new retaining wall and staircase on the east side of the facility.

#### **Objective 2:** Deconstruction of Old Public Works.

- Task 1: Clear out items stored at the old facility.
- Task 2: Transition remaining Public Works Inventory and other items to the new public works facility.
- Task 3: Asbestos abatement for all facilities on the site.
- Task 4: Deconstruction and disposal of buildings after asbestos abatement.

#### **Objective 3:** Construct City Public Works Facility Phases 2 & 3.

- Task 1: Pursue grants for items not installed/ completed as part of the project, including 175 KW emergency power generator, video conferencing equipment and hybrid yard lighting.
- Task 2: Purchase new storage racks with correct weight limit rating for maintenance building.
- Task 3: Design and construct new 3-sided pole building(s).
- Task 4: Pave out parking lot.
- Task 5: Pursue grants for new fueling depot to be constructed on lot south of new Public Works.

### **Transportation**

#### **Objective 1:** Complete Safe Routes to School Project.

#### **Objective 2:** Complete annual Chip/ Fog Seal Program.

#### **Objective 3:** Reconstruct Rhododendron Drive – Wildwinds to 35<sup>th</sup> including realignment, separated multi-use path and improved river overlook/ parking area.

#### **Objective 4:** Construct separated 12' multi-use path along Rhododendron from 35<sup>th</sup> to North Jetty Road.

#### **Objective 5:** Construct separated 12' multi-use path along Rhododendron from North Jetty Road to Heceta Beach Road.

#### **Objective 6:** Develop approach and funding to address deferred street maintenance.

#### **Objective 7:** Fix Spruce Street Culvert Failure.

- Task 1: Develop Plan.
- Task 2: Seek grant opportunities as available.

**Objective 8:** Work with Transportation Committee to audit and correct errors in the 2012 Florence Transportation Systems Plan.

- Task 1: Prepare updates to the Transportation Systems Plan.
- Task 2: Prepare corresponding updates to the Florence City Code, Comprehensive Plan and Capital Improvement Plan.
- Task 3: Determine methods for public outreach and input on proposed amendments and implement.
- Task 4: Host joint public hearing process with Planning Commission and City Council based on recommended amendments.

**Objective 9:** Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.

**Objective 10:** Support the Florence Urban Renewal Agency's (FURA) potential projects to complete sidewalk improvements within the FURA district.

- Task 1: Complete quick response sidewalk and ADA improvements in the area of Maple Street and Laurel Street.
- Task 2: Complete sidewalk replacement project along 2<sup>nd</sup> Street to address gaps and inadequate sidewalks, including ADA and installation of pedestrian scale lights.

**Objective 11:** Continue efforts to increase public transit opportunities to Eugene and Coos Bay and support continuation of Yachats pilot program.

**Stormwater**

**Objective 1:** Complete Old Town Stormwater Drainage Project – 6<sup>th</sup> Street Juniper to Hemlock and Hemlock to 1<sup>st</sup> Street.

**Objective 2:** Complete 2<sup>nd</sup> Street Stormwater Project.

**Objective 3:** Complete Stormwater Master Plan Update.

**Objective 4:** Complete Pine Court Stormwater Project.

**Water**

**Objective 1:** Complete 16-inch water line on 9<sup>th</sup> Street from Rhododendron to Kingwood, including stormwater repair at 9<sup>th</sup> and Hemlock.

**Objective 2:** Update Water Management and Conservation Plan.

**Wastewater**

**Objective 1:** Develop Facilities Plan for the Wastewater Treatment Plant.

- Task 1: Select consultant and develop scope.
- Task 2: Develop facilities plan to guide major equipment replacement and set the stage for expansion.

**Objective 2:** Develop plan for providing sewer to North Urban Growth Boundary.

- Task 1: Select consultant.
- Task 2: Develop 'master plan' for providing sewer to North UGB.
- Task 3: Explore and obtain grants to construct new gravity sewers in North UGB.

### **Airport**

**Objective 1:** Complete Airport Runway/ Taxiway seal coat and lighting project.

**Objective 2:** Implement Airport Improvements according to Airport Master Plan.

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Other Objectives and Tasks proposed to be included within the work plan are as follows:

Goal(s) Addressed	
Public Safety (Police, Dispatch, Jail, Court, Emergency Management, Code Enforcement)	<ul style="list-style-type: none"><li>• Goal 1: City Service Delivery</li><li>• Goal 2: Livability &amp; Quality of Life</li></ul>

### **Police, Dispatch, Jail**

**Objective 1:** Develop permanent funding for School Resource Officer

**Objective 2:** Expand community support through National Night Out.

**Objective 3:** Continue to implement proven best practices for public safety agencies regarding homelessness, drug usage, mental illness, and other social concerns and support non-profit and government partners in community driven approaches.

**Objective 4:** Complete patrol squad room remodel / upgrade.

**Objective 5:** Complete 911 System and Dispatch Center Upgrade.

- Task 1: Communications Center Remodel.
- Task 2: Train Communications Officers on new system.

**Objective 6:** Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.

- Task 1: Complete computer aided dispatch update with justice connect.
- Task 2: Complete Oregon national incident-based reporting system (ONIBRS).

**Objective 7:** Implement eCitations program.

**Objective 8:** Develop policies and procedures for Jail.

- Task 1: Continue to attend pertinent trainings.
- Task 2: Implement written policies

## **Court**

**Objective 1:** Implementation of the e-conviction program for processing DMV convictions electronically.

**Objective 2:** Program implementation for collection of fines and fees through the Department of Revenue.

**Objective 3:** Continued implementation of process improvement and modernization.

## **Emergency Management**

**Objective 1:** Continue to participate and lead efforts of the West Lane Emergency Operations Group (WLEOG).

- **Task 1:** Coordinate efforts to update and maintain the Emergency Operations Plan.
- **Task 2:** Develop departmental procedural checklists for City supported functions of the Emergency Operations Plan.
- **Task 3:** Assist in the coordination of and participate in local and regional emergency exercises.

**Objective 2:** Continue to develop and implement City emergency preparedness policies.

- **Task 1:** Develop a continuity of operations plan for the City.
- **Task 2:** Develop internal departmental procedures, policies, and checklists for emergency response.
- **Task 3:** Continue to ensure that all employees receive ICS 100, 200, 700, and 800 training.
- **Task 4:** Continue to coordinate specific ICS trainings for identified employee roles.

## **Code Enforcement**

**Objective 1:** Update City's nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.

**Objective 2:** Implement code violation and citation tracking software to improve Code Enforcement workflow and communication among departments and to the public.

**Objective 3:** Create code enforcement operations manual to create the opportunity for professional volunteer assistance.

**Objective 4:** Explore funding options for additional code enforcement officer.



Goal(s) Addressed	
Community Beautification & Aesthetics	<ul style="list-style-type: none"> <li>• Goal 2: Livability &amp; Quality of Life</li> <li>• Goal 3: Economic Development</li> </ul>

### **Community Gateway Signage**

**Objective 1:** Develop welcoming gateway signage (N,S,E).

- Task 1: Identify locations.
- Task 2: Develop concepts for gateways.
- Task 3: Construct gateways.

### **Landscaping & Lighting**

**Objective 1:** Improve Curb Appeal and protect natural areas from weed encroachment.

- Task 1: Support the Environmental Management Advisory Committee to update vegetation preservation city code to eliminate inconsistencies and reflect current community quality of life goals.
- Task 2: Create and implement a noxious weed control program to educate the public, eradicate problem areas and recognize business, group and individual positive efforts.

**Objective 2:** Research industry standard parking lot lighting level standards and revise lighting code to ensure safety and improve quality of life.

### **Public Art Program**

**Objective 1:** Discuss and consider amendments to the process for acquisition of public art and the role & responsibilities of the Public Arts Committee through review of the Public Art Guidelines (Resolution No. 4, Series 2016) and the Public Arts Committee duties per FCC 2-4.

**Objective 2:** Central Lincoln PUD Mural Installation.

- Task 1: Work with Florence Urban Renewal Agency (FURA) on artist contract approval.
- Task 2: Complete City Council Hearing per Mural Code.
- Task 3: Prepare for art installation including public outreach, site logistics, etc.

**Objective 3:** Siuslaw Bridge Steps Art Installation.

- Task 1: Prepare for art installation including public outreach, site logistics etc.
- Task 2: Coordinate with ODOT for Intergovernmental/ Maintenance Agreement.

**Objective 4:** Art Exposed Program. Task 1: Continue to market preliminary four pieces on Bay Street for sales.

- Task 2: Replace four pieces in old town with new pieces.
- Task 3: Research locations for additional pieces within the Art Exposed Program including ReVision Florence and throughout the City, prepare financing plan, & installation timelines for Art Exposed pieces for ReVision Florence project.

**Objective 5:** Complete actions to encourage private funding and/ or donations of public art to leverage City funding.

- Task 1: Limit funding sources for the Public Art program to the City of Florence general fund, grants and private donations, and do not include funding from the Florence Urban Renewal Agency.
- Task 2: Research grant opportunities and prepare grant applications through staff and volunteer time.
- Task 2: Develop public art donation program.
- Task 3: Support efforts for nonprofit development of public art funding.

**Objective 6:** Public Outreach and Marketing of Public Art Program.

- Task 1: Improve communication with public concerning public art program objectives including monthly Siuslaw News Articles, speaking opportunities with community groups, social media and City website.

**Objective 7:** Prepare for next public art projects and long-term objectives/ strategies.

- Task 1: Perform public outreach on interest in public art program and art types.
- Task 2: Prepare master plan for next projects for Council consideration.

**Objective 8:** Complete Mural Code revisions with revisions to sign code where necessary.

- Task 1: Review potential options for Mural Code Amendments.
- Task 2: Prepare code amendments.
- Task 3: Joint work session with Council/ Planning Commission.
- Task 4: Complete public hearing process with the Planning Commission & City Council.

**Objective 9:** Determine viability of the development of a private property mural program/ match program.

- Task 1: Review cost/ benefits and potential structure of private property mural program.
- Task 2: Implement program via public outreach informational materials, application booklet and outreach to potential private partners etc.

**Objective 10:** Consider opportunities for sustainable funding/ staffing options.

Goal(s) Addressed	
Sustainability & Conservation	<ul style="list-style-type: none"> <li>• Goal 2: Livability &amp; Quality of Life</li> <li>• Goal 3: Economic Development</li> </ul>

### **City Bio-Solids Program**

**Objective 1:** Expand biosolids composting facility.

- Task 1: Perform a curbside yard debris collection cost-benefit/ feasibility study.
- Task 2: Identify and secure funding sources for expanding Flo-Gro processing.
- Task 3: Develop plan to market Flo-Gro product.

### **Recycling & Litter Reduction**

**Objective 1:** Support Environmental Management Advisory Committee's work to enhance efforts toward recycling and litter reduction.

- Task 1: Implement program to place garbage & recycling containers in identified problem areas of the city.
- Task 2: Continue community discussion to eliminate availability of single use plastic shopping bags including considering programs to reduce litter and updating city codes.
- Task 3: Consider community discussion on eliminating availability of plastic straws.
- Task 4: Modify solid waste collection fees to include yard debris collection.
- Task 5: Implement Five "R" Restaurant rating program recognizing, awarding and educating sustainable environmental practices.
- Task 6: Support local community business endeavors that seek to recycle plastic, including but not limited to the 'Precious Plastics' program.
- Task 7: Develop informational materials to educate the community on best practices for recycling and materials that can be recycled locally including but not limited to a video, brochure, website, and social media releases.

Goal(s) Addressed	
Misc. Code & Process Amendments	<ul style="list-style-type: none"> <li>• Goal 1: City Service Delivery</li> <li>• Goal 4: Communication &amp; Trust</li> </ul>

### **Flood Insurance Rate Map Amendments**

**Objective 1:** Update Titles 4 and 10 and the Florence Comprehensive Plan in support of 2018-19 Flood Insurance rate map amendments.

### **Land Use Housekeeping Amendments**

**Objective 1:** Perform general housekeeping updates to Titles 10 and 11.

**Objective 2:** Work with State of Oregon to identify and pursue a path to update the Florence Realization 2020 Comprehensive Plan consistent with state requirements and community needs.

## **City Licensing**

**Objective 1:** Reassess and update the City's various licensing where appropriate.

- Task 1: Street Closure.
- Task 2: Business Licenses.
- Task 3: Special Events & Parades.
- Task 4: Liquor Licenses.
- Task 5: Taxi Codes.

## **Elections**

**Objective 1:** Update elections ordinance to clarify city deadlines.

Goal(s) Addressed	
Committee, Commission & Board Management	<ul style="list-style-type: none"><li>• <i>Goal 1: City Service Delivery</i></li><li>• <i>Goal 4: Communication &amp; Trust</i></li></ul>

## **Florence Urban Renewal Agency (FURA)**

**Objective 1:** Review FURA Bylaws, City Code and FURA Plan to ensure consistency with current objectives and practices.

## **City Committees & Commission Coordination**

**Objective 1:** Implement updated City Committee & Commission policy manual.

- Task 1: Ensure committee/ commission volunteers are appointed and trained for posts for city processes, public meetings law and Oregon government ethics laws.
- Task 2: Improve communication between City Council and committees via monthly reports, ex-officio memberships, committee work plan approvals, and committee work sessions for input into the City work plan.
- Task 3: Convert Planning Commission meeting materials to digital delivery system and train members on usage.

**Objective 2:** Ensure Committee & Commission effectiveness in supporting Council Goals & Work Plan.

- Task 1: Evaluate Committee's work plans in context of overall City work plan objectives.

Goal(s) Addressed	
Internal City Processes & Procedures	<ul style="list-style-type: none"> <li>• <i>Goal 1: City Service Delivery</i></li> <li>• <i>Goal 5: Financial/ Organizational Sus.</i></li> </ul>

### **Customer Service**

**Objective 1:** Implement customer service updates at the remodeled City Hall.

**Objective 2:** Evaluate potential amendments to City Hall office hours.

### **Human Resources**

**Objective 1:** Complete Administrative Services Department Restructure.

**Objective 2:** Complete negotiations with the Florence Police Association for contract ending 2020.

**Objective 3:** Implement City intranet system for all employees to use.

**Objective 4:** Ensure staff are trained for their positions and in applicable state laws including ethics, public records, harassment etc.

- **Task 1:** Ensure new staff are trained during on-boarding process and all other staff are trained every two years.

**Objective 5:** Develop system to track employee trainings.

**Objective 6:** Improve employee safety and risk management.

- **Task 1:** Adopt updated safety manual and continue work towards safety committee, volunteer policies, and learning center trainings.

**Objective 7:** Improve employee experience and improve employee retention.

- **Task 1:** Update City personnel handbook and other policies.
- **Task 2:** Update City's performance evaluation/ reviews procedure.
- **Task 3:** Participate in 3<sup>rd</sup> party trainings as appropriate.
- **Task 4:** Complete salary survey.
- **Task 5:** Develop strategies for succession for key personnel positions.

**Objective 8:** Analyze building department organizational structure and hire Building Official position and hire and/or contract for provision of building and electrical plan review and inspection services.

## **Records Management**

**Objective 1:** Improve City's records management and retention program.

- Task 1: Determine viability of staff assistance for records program.
- Task 2: Research and determine best methods for short- and long-term records.
- Task 3: Research and implement off-site storage options.
- Task 4: Setup protocols to relocate records for long- and short-term storage.
- Task 5: Continue to digitize and index the City's permanent and long-term records.
- Task 6: Setup protocols and processes for retention of City email records.
- Task 7: Research and potentially implement records retention software.

**Objective 2:** Update Public Records Request Policies and research software solutions for potential implementation.

## **Communication Guidelines**

**Objective 1:** Development of a City-wide communications and style guide.

- Task 1: Press release and public service announcement template utilization across City.
- Task 2: Updates to the press release distribution list and procedures.
- Task 3: Define how information is shared with different stakeholder groups to provide consistency across the organization.
- Task 4: Employee training on new procedures.

Goal(s) Addressed	
Financial Processes & Transparency	<ul style="list-style-type: none"><li>• <i>Goal 1: City Service Delivery</i></li><li>• <i>Goal 4: Communication &amp; Trust</i></li><li>• <i>Goal 5: Financial/ Organizational Sus.</i></li></ul>

## **Contracting Rules**

**Objective 1:** Update the City's Contracting and purchasing rules according to ORS requirements.

## **Financial Sustainability**

**Objective 1:** Review and update long-range financial forecasts annually for all funds. Identify funding gaps and approaches to ensure financial and organizational sustainability.

- Task 1: Evaluate general fund specific considerations – perform research on property valuations and impacts to property taxes and next steps.
- Task 2: Evaluate strategies to address City public employee retirement system (PERS) obligations.

**Objective 2:** Prepare biennial budget consistent with adopted work plan.

- Task: Prepare biennial budget incorporating five-year financial forecasts, identify goals and objectives and/ or funded, and those that remain unfunded and/ or require action by Council or others.

**Objective 3:** Ensure timely financial reporting.

- Task 1: Prepare quarterly reports that include financial, operational or capital performance and status
- Task 2: Adjust budgets timely to reflect changes in budgeted resources and/ or expenditures to achieve work plan objectives.
- Task 3: Secure clean opinion on audited financial statements.

**Objective 4:** Continue processing and negotiating franchise agreement with current and future telecommunications providers.

**Objective 5:** Review and update building and planning permitting fees to recuperate costs in accordance with state statutes and city policy.

Goal(s) Addressed	
Florence Events Center	<ul style="list-style-type: none"><li>• <i>Goal 2: Livability &amp; Quality of Life</i></li><li>• <i>Goal 3: Economic Development</i></li><li>• <i>Goal 5: Financial &amp; Organizational Sus.</i></li></ul>

**Objective 1:** Create sustainable funding options.

- Task 1: Increase number of conferences & events.
- Task 2: Develop and implement an endowment program.
- Task 3: Consider booking bigger name acts with consideration to risk vs. benefit.

**Objective 2:** Development of North property.

- Task 1: Establish plan for increased parking & storage.
- Task 2: Implementation.

**Objective 3:** Improve Marketing Efforts.

- Task 1: Reevaluate marketing plan and increase marketing efforts.
- Task 2: Increase marketing budget.

**Objective 4:** Improve Florence Events Center Facility and Operations.

- Task 1: Increase east parking lot lighting.
- Task 2: Increase interior storage/ mezzanine expansion.
- Task 3: Review and update FEC policies and procedures.
- Task 4: Research and implement booking software solution.
- Task 5: Upgrade fire panel and sensors.

**Objective 5:** Friends of the Florence Events Center & Volunteer procurement.

- Task 1: Improve volunteer procurement and management.
- Task 2: Support fundraising events presented by Friends of the FEC.

Goal(s) Addressed	
Community Outreach	<ul style="list-style-type: none"> <li>• <i>Goal 1: City Service Delivery</i></li> <li>• <i>Goal 4: Communication &amp; Trust</i></li> </ul>

### **News & Media**

**Objective 1:** Monthly distribution of City Newsletter.

**Objective 2:** Distribution of news items to local and regional media outlets.

- Task 1: Continue weekly City Manager interview with Coast Radio.
- Task 2: Continue project specific outreach to media outlets.
- Task 3: Continue educational public service announcements.

**Objective 3:** Continue development of informational videos to add to the City's video library.

**Objective 4:** Continue outreach on the City's social media platforms to provide City news and updates.

**Objective 5:** Develop Communications Policy

### **Website**

**Objective 1:** Continue to improve the City's website and the information available.

- Task 1: Implement the City Staff directory.
- Task 2: Continue to enhance the City project pages.

### **Citizen Participation**

**Objective 1:** Development and implementation of Citizen's Academy.

**Objective 2:** Continued participation in activities such as Public Works, City Day and National Night Out.

### **Community Designations & Awards**

**Objective 2:** Tree City USA Designation.

- Task 1: Work with the Environmental Management Advisory Committee (EMAC) on application for Tree City USA.
- Task 2: If Tree City USA designation is obtained, work with EMAC on plan to maintain status.

**Objective 3:** Coast Guard City.

- Task 1: Determine next steps to ensure appropriate memorialization of Coast Guard City designation.