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ABSTRACTS OF
COMMUNITY PLANNING WORKSHOP PROJECTS
1977 - 1992

UNIVERSITY OF OREGON
Department of Planning,
Public Policy and Management
Community Planning Workshop
119 Hendricks Hall
Eugene, Oregon 97403

November, 1992

COMMUNITY PLANNING WORKSHOP: BACKGROUND

Community Planning Workshop (CPW) is a hands-on experience oriented program within the Department of Planning, Public Policy and Management at the University of Oregon. The Program was started in 1977 to give students the opportunity to work on real planning problems for real clients. First year students in the Master of Urban Planning Program, work in teams developing proposals, conducting research, analyzing data and evaluating alternatives, under the management direction of second-year students and faculty, in determining possible solutions to planning problems.

Oregon communities, agencies, and organizations contract with CPW to receive help on a variety of planning issues. Over the years CPW has been asked to provide assistance on such diverse topics as community and economic development, economic and market analysis, facility and park management, planning and design, recreation and tourism, social services planning, transportation planning, and utility management.

The following document is a catalog of past workshop projects. The purpose of this catalog is to provide a summary of the types of projects with which CPW has experience and expertise. The catalog is indexed in the table of contents by subject. Within each subject heading the projects are listed in reverse chronological order. Each entry provides: the title of the report; the client; date; research team members; and a short description of the project's purpose, methodology, findings and recommendations.

Some of these projects completed between 1987 and the present were supported, in part, by the Oregon Department of Human Resources and the U.S. Department of Education Fund for the Improvement of Post Secondary Education (FISPE).

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COMMUNITY & ECONOMIC DEVELOPMENT

SOUTH UMPQUA VALLEY ECONOMIC DEVELOPMENT MARKETING PLAN

Community and Economic Development

Submitted to: South Umpqua Valley Economic Development Committee (SUVED)

Date Submitted: 1992

Researchers:	Mark Fancey	Chuck Fisher
	David Beam	Mark Leedom
	Scott Craig	Cayla Morgan
	Al Donnelly	Robert Wheeldon
	Sam Gollah	

The South Umpqua Valley is located in southern Douglas County 15 miles south of Roseburg. The area has more than 13,000 residents and has been severely impacted by the crisis in the timber industry. In 1990, representatives of the Valley's four communities: Canyonville, Myrtle Creek, Riddle, and the unincorporated Tri-City area joined together to form the South Umpqua Valley Economic Development Committee (SUVED). At that time, SUVED defined seven economic development goals for the area

1. Recruit light and advanced manufacturing firms
2. Retain and expand the local retirement industry
3. Support the retention and expansion of existing industry
4. Develop small agriculture
5. Expand the area's tourism industry
6. Recruit a name-brand restaurant
7. Develop an overnight facility

SUVED requested assistance a marketing and implementation plan that would describe specific steps the committee could take to accomplish its stated goals.

The project used a variety of research methodologies including:

- ▶ a literature review of pertinent materials including: U.S. Census reports, previous studies of the area, business retention and expansion program literature, and industry and general marketing publications;
- ▶ a survey of 400 light and advanced manufacturing firms in Oregon designed to elicit information regarding the qualities they find most desirable in a community;
- ▶ numerous phone interviews with economic development officials in other Oregon communities, as well as various support groups such as Oregon Tourism Division,

OEDD, SouthWestern Oregon Visitors Association, and interviews with local farmers, agriculture marketing experts, light and advanced manufacturers in Oregon, and motel and restaurant representatives;

- ▶ a business retention and expansion survey of 350 local businesses; and
- ▶ a review of marketing materials produced by other Oregon communities.

The resulting report included a description of marketing strategies and step-by-step action plans for each of the stated goals. In addition, it included a description of general marketing activities that SUVED can use to better promote the local area and also improve its own image locally. The project team developed a number of marketing tools (reply-mail postcards, visitor and business relocation surveys, etc.) that were included with the report.

LOWELL COMMUNITY NEEDS ASSESSMENT

Community and Economic Development

Submitted to: City of Lowell

Date Submitted: 1992

Researchers: Mark Fancey
John Dinne

The city of Lowell, with its rural setting, nearby recreational amenities and its proximity to the Eugene/Springfield metropolitan area has become one of the fastest growing communities in Lane County. The United States Census for 1990 reports that the city's population increased by more than 18 percent between 1980 and 1990 as the population grew from 661 to 785 residents. As this growth occurs, the need for long-range planning to meet the various needs of community members becomes increasingly important. Community leaders want to encourage citizen participation when determining the shape and direction of community goals and policies regarding tourism, economic development, and future spending priorities for the City.

This study used two principal research tools: 1) a survey mailed to all households within the Lowell city limits and selected residences outside the city limits; and 2) a series of individual interviews with current and former community leaders to more thoroughly discuss questions relating to growth and economic development the were asked in the community survey. The survey gathered information from Lowell area residents regarding: 1) Lowell's most/least favorable aspects of the community; 2) City service and policy priorities; 3) the type of growth that should occur within the city; and 4) demographic characteristics of the population.

URBAN AND COMMUNITY FORESTRY IN OREGON

Public Works Improvement

Submitted to: Oregon Department of Forestry

Date Submitted: July 1992

Researchers: Tim Trimble Celia Barry
 Anna Braun Ken Augustson
 Peter Huffman Kathy Varner
 Brett KenCairn

Project Manager: Bob Parker

Co-Contractor: Mike Reichenbach, Arboreal Enterprises

As part of its compliance with a Federal program to enhance urban forestry in the state of Oregon, the Oregon Department of Forestry contracted with Mike Reichenbach of Arboreal Enterprises and the Community Planning Workshop at the University of Oregon to undertake a survey of the present status of urban and community forestry programs in Oregon's 240 incorporated communities. The assessment utilized a twelve page survey instrument mailed to the public official in each community responsible for coordination of urban forestry programs. Survey questions were designed to elicit both present conditions as well as perceptions and future intentions of the respondents had regarding the future of their urban forestry programs. The response rate for the survey was 63%.

Key findings of the survey were as follows:

- Only 38 communities have a tree planting and care programs
- The average Oregon community cares for 570 trees. A typical community plants 58 trees per year and removes 24.
- Sixty-five percent of tree work is a response to complaints or crisis, rather than a systematic action determined by a comprehensive plan.
- Generally smaller communities do not view programs as a priority. Few funded programs existed in communities with less than 3,000 residents.

The report concluded that a major effort to educate Oregon's communities regarding the benefits of urban tree care programs is necessary. Given the preponderance of small communities in the state (75% are small than 5,000 residents), this effort must be tailored specifically at the needs and concerns of these smaller municipalities. The report also noted that effective community involvement programs are key elements in existing successful programs and programs to develop and support volunteer efforts should be a high priority in state sponsored assistance.

MADRAS DEMOGRAPHIC ANALYSIS

Community & Economic Development

Submitted to: City of Madras

Date Submitted: September 1992

Researchers: Bob Parker
Jack Dinne

Using data from the 1990 Census, CPW completed a demographic analysis of the City of Madras. The project analyzed population, household, and housing trends. The City of Madras intends to use this analysis for a variety of municipal planning and policy analyses.

BANDON DEMOGRAPHIC ANALYSIS

Community & Economic Development

Submitted to: City of Bandon

Date Submitted: October 1992

Researchers: Bob Parker
Chuck Fisher
Steve Hopkins
Seung Ho Lee
Kristie Schumacher

Using data from the 1990 Census, CPW completed a demographic analysis of the City of Bandon and the surrounding municipal service area. The project analyzed population, household, and housing trends. CPW also completed population forecasts for the City for the period from 1990 to 2010. The City of Bandon intends to use this analysis for a variety of municipal planning and policy analyses, and for grant applications.

SILVERTON COMMUNITY SURVEY

Community and Economic Development

Submitted to: City of Silverton

Date Submitted: 1992

Researchers: Bob Choquette
Mark Fancey
Elizabeth Gotelli
Monique Wahba

The city of Silverton is becoming an attractive residential community for people employed in large urban areas, such as Salem and Portland. In addition, many long-time residents have remained because of the small-town qualities that Silverton continues to offer. To ensure that Silverton meets the needs and preferences of its residents, while accommodating growth, local policy makers have recognized the needs for long-term planning for the funding and operation of city services and operations. The City has also determined that for such planning to adequately meet the needs of all city residents, it is critical that Silverton citizens participate in the process.

The study's principal research tools were: 1) a series of Delbecq focus groups conducted with a sample of city residents and community leaders, and 2) a survey mailed to all households within Silverton city limits and a selected sample of households outside the city limits. The survey gathered information regarding Silverton's most desirable and undesirable qualities, and city service and program budget priorities. In addition, the survey gathered information regarding growth in Silverton and the form this growth should take. This information will allow the City of Silverton to better plan for the future needs of its residents.

CORVALLIS-TRENDS: COMMUNITY QUALITY OF LIFE

Community & Economic Development

Submitted to: City of Corvallis, Department of Planning

Date Submitted: 1990

Researchers: Lisa Shibata
Kay Heikkila
Matt Myers

The City of Corvallis Planning Department requested assistance in developing a quality of life assessment system to monitor changes in the community over time. Information was collected from a variety of sources and reviewed to determine how to measure residents' perceptions of quality of life in Corvallis; identify measurable quality of life indicators; and provide a method to track economic development initiatives, public policies and community change. The finding of the literature review was that there is a demonstrated need to measure quality of life and the advantages of the community-trend method.

The quality of life survey which was designed is a "benchmark" survey—it was intended to "provide baseline measurements for future trends." The assessment that has been designed specifically for the City of Corvallis was meant to provide information about a range of community attributes that cumulatively comprise "quality of life."

The report also described four measurement techniques that can be used once quality of life indicators have been chosen.

The study concluded that a major effort to closely monitor quality of life under conditions of change and growth must be undertaken, since quality of life is one of Corvallis' greatest assets.

SILETZ TRIBE MASTER PLAN

Community & Economic Development

Submitted to: Siletz Tribe Economic Development Commission

Date Submitted: 1989

Researchers: Dan Garofalo
Jill Lankford
Linda Johnson

The purpose of this study was to explore economic development options consistent with the comprehensive tribal goal to acquire, develop and conserve resources to achieve economic and social self-sufficiency.

Researchers reviewed the tribe's comprehensive plan, conducted a site analysis, and developed and administered three surveys of 1) local decision makers (interviews), 2) Siletz citizens (door-to-door surveys), and 3) tribe members (random sample mailout).

The study found that any development that adds jobs and can pay for itself was strongly supported by all surveyed parties, although there were ambivalent feelings expressed regarding the promotion of tourism. Broad support was articulated for many development options, including an RV park, a community center, public facilities development and a mini-mall.

The report recommends that the tribe implement a development project of their choice. The report details necessary parts of planning and implementing economic development projects, particularly financial considerations.

GOVERNMENT CAMP DEVELOPMENT PLAN: PHASE IV—DEVELOPMENT OPTIONS

Community & Economic Development
Planning & Design

Submitted to: Clackamas County Dept of Human Services, Division of Community
Development, and the Government Camp Recreation Association

Date Submitted: 1989

Researchers:	Jie Chen	Zack Povey
	Lane Ledbetter	Andi Siebert
	Bobbie Lee	Mike Unger
	Kathy McCormick	Leslie Vrooman
	Robert Parker	

This was the final phase of the economic improvement project for Government Camp. The report identified, analyzed, and made recommendations on four major elements: community design guidelines, need for destination resort facilities, development costs, market segmentation, recommended development strategies, and funding sources.

The phasing of development in Government Camp was prioritized according to the facilities and services which were in highest demand, and complemented resort type developments. Each phase included recommendations for commercial development and public improvements. Public improvements were recommended to be developed simultaneously with private investments as they were crucial to the long-term success of the economic improvement program which may be adopted for the community. Phase I was comprised of developments and improvements which were needed immediately and support subsequent development recommended in Phase II. Phase II was comprised of resort convention center services and facility improvements again accompanied by recommended improvements. Phase III suggested various recreation, commercial and public/quasi-public service improvements for Government Camp.

GOVERNMENT CAMP ECONOMIC IMPROVEMENT PROJECT: PHASE III—TRANSPORTATION STRATEGIES

Community & Economic Development
Transportation

Submitted to: Clackamas County Dept of Human Services, Division of Community
Development, and the Government Camp Recreation Association

Date Submitted: 1988

Researchers: Jie Chen
Sam Lankford
Dimas Diaz
Jeremy Tasch
Jill Lankford
Jessie Wang

This third report in a series of four consolidated the last three phases, destination resort facilities, design guidelines, and development costs which were specified in the contract.

The purpose of this study was to identify current transportation-related issues in Government Camp and develop possible solutions to these problems. Throughout the two-year research and design effort, transportation-related concerns, particularly regarding snow removal, parking, and accessibility, have been identified by residents of Government Camp and visitors to the region. The findings and recommendations provided possible solutions to the transportation problems in the Village.

Findings and recommendations were made in the areas of traffic congestion on Highway 26; parking; snow removal; visibility, signage and entries; and the "Main Street."

GOVERNMENT CAMP DEVELOPMENT PLAN MARKET ANALYSIS: PHASE II

Community & Economic Development
Economic & Market Analysis

Submitted to: Clackamas County Dept of Human Services, Division of Community Development and the Government Camp Recreation Association

Date Submitted: 1988

Researchers: Jie Chen
Jill Lankford
Sam Lankford

The purpose of this report was to share marketing information collected in Phase II of the Government Camp Economic Development Plan. The market analysis examined current and potential demand affecting development in Government Camp. The analysis included an identification and description of the existing market area. Specifically the analysis addressed: seasonal recreation activities, adequacy of overnight accommodations, existing and potential future commercial activities, and visitor and user characteristics. During Phase Two of the planning effort, the research team relied on the Phase One Report of existing studies, reports, and other information and materials related to Government Camp. This included analysis and preparation of materials on the Village market area, user profiles, and public and private service needs and desires. In addition to existing information and data, the research team developed findings from surveys which were distributed to over 1,750 persons in Government Camp and the Mt. Hood Region.

The report concluded that there were more recreational resources/facilities in the Government Camp region than there were services to support the persons using them or employed by them. Lodging was the primary example of an unmet need. An appropriate level of services for the visitor was clearly the focus of both increased development of existing businesses and the future economic developments in the region.

GOVERNMENT CAMP DEVELOPMENT PLAN PROGRESS REPORT: PHASE I—REVIEW OF EXISTING PLANS AND STUDIES

Community & Economic Development
Planning & Design

Submitted to: Clackamas County Dept. of Human Services & Division of Community
Development, Government Camp Recreation Assoc.

Date Submitted: 1987

Researchers: Jie Chen
Jill Lankford
Sam Lankford
Kevin Masterson
Margaret Rittmann

The purpose of this report was to present information and data collected as a result of the implementation and completion of Phase One of the Government Camp Economic Development Plan. There were six separate, yet interdependent phases that made up the overall economic development planning effort in Government Camp. This progress report represented information, findings, and observations collected during Phase I of the Government Camp Economic Development Plan process. It consisted of a review of existing studies, reports, and other information and materials related to Government Camp. In addition to existing information and data, this task involved development of five survey instruments, administration of the survey instruments, and the analysis of those findings.

The Community Planning Workshop team prepared material regarding land use, physical and natural characteristics of the area, transportation, housing, demographic characteristics, recreation areas and facilities, and signage and lighting program information.

VILLAGE OF GOVERNMENT CAMP: DEVELOPMENT CONSIDERATIONS

Community & Economic Development
Planning & Design

Submitted to: Government Camp Recreation Association

Date Submitted: 1986

Researchers: Jill Lankford
Kevin Masterson
Marguerite McGrath
Bjorn Olson

The purpose of this report was to describe action needed to establish Government Camp, Oregon, as one of the leading recreation and tourist communities in the Pacific Northwest. The report outlined criteria to guide the continued planning and economic development efforts in the community.

The recommendations described in the report were intended to promote the development and revitalization of business and recreational opportunities in Government Camp. These design consideration would help provide an improved sense of community and greater attraction to Mount Hood recreation visitors and tourists.

SMALL BUSINESS INCUBATORS: A TOOL FOR LOCAL ECONOMIC DEVELOPMENT

Community & Economic Development

Submitted to: City of Eugene Planning Department

Date Submitted: 1985

Researchers: Elizabeth Evans
Robert Atkinson
Lance Holmstrom

This study analyzed the concept of small business incubators as a way to provide services for starting entrepreneurial efforts. Services that might be provided by a business incubator include: (1) general business services; (2) office or production space; (3) management assistance and; (4) access to capital.

The study found models for three types of incubators: (1) research university affiliated; (2) for profit firms; and (3) non-profit organizations.

The study explores various applications of the incubator concept in the context of local needs. Suggestions for developing a business incubator program in Eugene were made.

The study found that business incubators have been developed frequently in the Northwest since the 1960s. In Eugene, the service need that might best be filled by a business incubator is advertising and marketing services. The study recommended that either a non-profit public or a private business incubator would be a good choice for Eugene.

PRELIMINARY FINDINGS AND RECOMMENDATIONS; CANBY PUBLIC SERVICES PROJECT

Community & Economic Development

Submitted to: City of Canby, Oregon

Date Submitted: 1984

Researchers: Christine Johns
John Talberth
Michael Spyrou

The objectives of this report are threefold: (1) to assess the current and future needs of Canby's public service sector; (2) to develop criteria for site selection through community involvement; and (3) to analyze all data and make specific recommendations for action.

To achieve these objectives, field investigations were conducted in three regional cities with growth patterns similar to Canby. The cities selected were Newberg, McMinnville, and Woodburn. Tables provide brief summaries of each of the comparisons. A detailed analysis of the anticipated future needs of Canby public services was also conducted.

The researchers made preliminary recommendations which included: (1) the city should provide concentration of City Hall services at one central location; (2) the Library and City Hall should be as close as possible; and (3) the present City Hall should serve as the focal point for the renovated Public Service Complex.

FIRST BAPTIST CHURCH OF EUGENE PLANNING STUDY

Community & Economic Development

Submitted to: First Baptist Church Planning Committee

Date Submitted: 1982

Researchers: Judith Basehore
Jeffrey Boyer
Teresa Lawler
John Levy
Chuck Nozicka

The purpose of this study was to evaluate church location and operations in downtown Eugene and their effect on: (1) accessibility for church members, particularly convenient parking; and (2) community problems with church activities and reasonable responses to them.

Four hundred surveys were distributed, and a 91% response rate was obtained. Other data sources included an inventory of space utilization; and interviews with representatives of neighboring agencies and organizations, city planners, business people, church members and service providers.

The report recommended the following action items:

- 1) space services to reduce congestion on otherwise high-use days;
- 2) encourage members to walk further to free parking;
- 3) create safe loading zones; and
- 4) negotiate for use, lease or purchase of neighboring properties.

Recommendations for increasing community services at the church included:

(1) Architectural alterations to improve building usefulness for community groups, group functions and social programming; and (2) developing programs to serve transients, the elderly or youth, promoting volunteerism, financial contributions and social support.

CITY OF VENETA INDUSTRIAL SITE ANALYSIS

Community & Economic Development

Submitted to: City of Veneta, Oregon Economic Development Department

Date Submitted: 1982

Researchers: Judith Basehore
Anne Bellows
Tom Durant
Wayne Embree

This 1982 study, commissioned by the City of Veneta and funded by the Oregon Department of Economic Development, analyzed available infrastructure for six proposed industrial sites in Veneta, Oregon, and provided cost estimates for improvements.

Land use, water, sewer, site drainage, electric, telephone and transportation services were inventoried to prepare site summaries (strengths and weaknesses) and provide maps of existing and proposed infrastructure. Site improvement information and cost estimates were provided by area utility offices, and rail and highway authorities.

The study recommended citizen involvement to determine city development goals and constraints. Recommendations included: an audit of what is available or achievable in Veneta; to target specific industries with a marketing program; and preparation to respond to industries interested in locating in Veneta.assist in facilitating the expanding

SOUTH 99 INDUSTRIAL AREA STUDY

Community & Economic Development

Submitted to:

Date Submitted: 1980

Researchers: Jim Bell
Paul Ketcham

This study was initiated to investigate selected physical and economic characteristics of the South 99 Industrial Area. Its purpose was to prove in more detail the factors which may serve to discourage industrial development in the area.

It was determined that much of the land was under-utilized and specific roadways were in need of improvement. Recommendations were made to reduce blighted and unsightly conditions and to encourage reinvestment in the area. Proposed zone changes would demand for light to medium industrial uses.

THE OAKRIDGE INDUSTRIAL PARK: IDENTIFICATION OF POTENTIAL OCCUPANTS

Community & Economic Development

Submitted to: David Waffle, City Administrator, Oakridge, Oregon

Date Submitted: 1978

Researchers: Hal Darst
Steve Lancaster
Sherry Oeser
Mary Schoolcraft
Susan Smernoff

This study identified types of industrial firms likely to find a proposed light industrial park in Oakridge to be an attractive location.

Primary data for this analysis was gathered through a mail survey of 162 industrial firms in Oregon and was supplemented by secondary data from a variety of sources. Identification of potential industrial park occupants was accomplished by:

- 1) identifying community attributes and characteristics relevant to industrial location decisions;
- 2) identifying the specific locational needs and preferences of a variety of industrial firms; and
- 3) matching the attributes and characteristics of the community with the needs and preferences of industrial firms.

Although this study dealt specifically with Oakridge, it was intended that the study methodology be applicable to other small cities planning economic development programs.

ECONOMIC & MARKET ANALYSIS

DELTA SHOWCASE PROJECT

Planning & Design
Economic & Market Analysis
Recreation & Tourism

Submitted to: Blue River Ranger District, Willamette National Forest

Date Submitted: December 1992

Researchers: Bob Parker
Mark Leedom
Jack Dinne
David Beam
Celia Barry

The Delta Showcase is a 6,000 acre area located at the confluence of the McKenzie River and the South Fork McKenzie River east of Springfield, Oregon. The project was an experiment with innovative public involvement techniques to develop (1) management alternatives for the Showcase; (2) public involvement in the decision-making process; and (3) public/private partnerships in implementing specific projects.

To assist the Blue River Ranger District, CPW completed a recreational demand analysis for the Delta Showcase, researched public involvement techniques, and designed and implemented a public involvement program for the Delta Showcase.

The public involvement program CPW designed used the Delphi technique as the primary information gathering tool. The Delphi technique involved two surveys: one to gather initial opinions on future management of the Showcase and a second, more detailed survey to refine management options.

The Blue River Ranger District intends to use the CPW report to identify projects and develop partnerships to implement projects within the Delta Showcase.

1990-91 OREGON SKI ECONOMICS AND OREGON SKIER PROFILE

Economic & Market Analysis
Recreation & Tourism

Submitted to: Oregon Ski Industries Association

Date Submitted: 1992

Project Manager: Brenda McCray, Robert Parker

Researchers: John Dinne
Terry Lewis
Elizabeth Stepp

The fourth in a biennial series of reports, this study describes the economic impacts that the downhill skiing industry has on Oregon's economy. The study also describes the demographic characteristics and preferences of downhill skiers in Oregon, as well as estimates direct and indirect expenditures made by skiers in Oregon during the 1990-91 ski season. In addition, the report identifies the revenues, expenses, and skier visit counts generated by Oregon ski areas.

Data was collected through administration of two separate surveys—one to skiers who had visited Oregon ski areas and one to Oregon ski areas. A compilation of estimated economic impacts of the Oregon ski industry was developed based on this information.

The study will aid the ski industry in developing marketing strategies, establishing its importance in the State's economy, and identifying areas for improvement.

REEDSPORT/WINCHESTER BAY: TOURISM MARKET STUDY

Economic & Market Analysis
Recreation & Tourism

Submitted to: City of Reedsport

Date Submitted: 1990

Researchers: Martha Harley
Ryan J. Birdseye
Frank Bond
Carole Lewis
Po-Fen Lin

The purpose of this study was to identify tourism marketing opportunities of the Lower Umpqua Region and to outline a marketing strategy for the area.

To create an effective marketing strategy, Community Planning Workshop assessed the approaches, successes, and failures of past economic development efforts. Additionally, they sought to gain some insight regarding tourists' and Reedsport/Winchester Bay residents' perceptions of the area, both in terms of what the area had to offer and its shortcomings. The market study drew upon two surveys—one of tourists to the area and the other of members of the Lower Umpqua Chamber of Commerce—designed to get a better idea of the characteristics and preferences of those tourists and what the area had to offer. Past studies, visitor counts to area attractions, relevant statistics and marketing plans in the region were also utilized.

The report contained a detailed back-up for the data and conclusions described in the main body of the report. For each data source, an evaluation was made of its reliability, key conclusions were described, and its implications for the study of tourism in the Reedsport/Winchester Bay area were discussed. Data sources were summarized to offer the client reference for future purposes.

OREGON SKI ECONOMICS: 1988-89 SEASON

Economic & Market Analysis
Recreation & Tourism

Submitted to: Oregon Ski Area Operators Association

Date Submitted: 1990

Researchers: Robert Parker
Matt Malone
Jim Lawrence
Rhonda Schmidt
Wallace Webster

This study was the third in a biennial series of reports commissioned by the Oregon Ski Area Operators Association. A particular strength of this study was the comparison of data from the three studies to determine long-term growth patterns at Oregon ski areas.

The purpose of this study was to determine the economic importance of skiing in Oregon during the 1988-89 season. The specific objectives of the study were to determine: gross revenue, total number of employees, total payroll, trends in the industry, and projections of each as they relate to skiing and ski-related activities.

To accomplish the objectives of the study, six separate surveys were developed and administered to the six ski-related sectors of the Oregon ski industry—ski areas, ski shops, ski area suppliers, support service, affected state and federal agencies, and ski area employees.

The report estimated impacts of the Oregon ski industry on the state's economy to include: \$152 million in gross revenues, \$32 million in total payroll, and 11,600 employees.

OREGON SKIER PROFILE: 1988-89 SEASON

Economic & Market Analysis
Recreation & Tourism

Submitted to: Oregon Ski Area Operators Association

Date Submitted: 1989

Researcher: Robert Parker

The purpose of this study was to identify the characteristics, preferences, attitudes, and expenditure patterns of Oregon skiers. This study was the first comprehensive analysis of skiers in Oregon.

During the 1988-89 ski season, 1,372 skiers were surveyed at 12 Oregon ski areas. For the purpose of analysis, skiers were analyzed in two categories: day skiers; and destination skiers. Further, analysis of skiers by geographic origin was presented.

Major findings of this study include:

- ▶ Skiing contributed 4.9 percent of all Oregon travel and tourism-related expenditures in 1987
- ▶ During the 1988-89 ski season, survey respondents reported skiing an average of 10 to 17.5 days
- ▶ During the 1988-89 ski season, 80 percent of Oregon skier visits (about 1,230,000 skier visits) were day skier visits
- ▶ Day skiers spent an estimated \$35.17 per person per day during the 1988-89 ski season and accounted for 55 percent of all ski-related expenditures
- ▶ Destination skiers spent an estimated \$119.97 per person per day during the 1988-89 ski season accounting for 45 percent of total ski-related expenditures
- ▶ Oregon skiers spend an estimated \$80.20 million during the 1988-89 ski season
- ▶ Out-of-state destination skiers spend nearly twice the amount (per person per day) as the average out-of-state visitor

A PRELIMINARY ASSESSMENT OF ECONOMIC DEVELOPMENT OPPORTUNITIES ON TRIBAL LAND

Economic & Market Analysis

Submitted to: The Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians

Date Submitted: 1989

Researcher: Matt Malone

CPW was hired to evaluate the potential for the establishment of duty-free retail businesses on tribal land. If feasible, a duty-free retail business located on tribal land may have the potential to attract consumers from great distances, thus improving the economy and overall conditions for the tribe owning the duty-free business.

Besides providing a preliminary assessment of the feasibility of establishing duty-free businesses on tribal land, this report examined (1) the possibility of waiving state taxes on various consumer goods, and (2) national and state trends in economic development strategies on tribal land. This report was not intended to be a complete analysis of potential economic development strategies on tribal land. Instead, it was meant to provide an overview of potential opportunities and restrictions concerning tribal economic development, thus, laying the groundwork for further study. This report was a preliminary evaluation of legal restrictions and specifications of allowed retail sales for which tribal lands provide an economic advantage over other lands.

Information included in this report was gathered in four ways:

- 1) a review of related literature on tribal economic development;
- 2) a legal review of restrictions on economic development on tribal land;
- 3) interviews with experts from the Bureau of Indian Affairs, U.S. Customs Department; and
- 4) a review of proposed legislation recently introduced by the U.S. Congress that addressed economic development on tribal lands.

Although many state taxes do not apply to economic activities on tribal land, in general, consumer items do not enjoy protection from such taxes in Oregon. It seemed to be especially difficult for tribes to obtain such agreements in the state of Oregon.

COLUMBIA RIVER GORGE SAILBOARD ECONOMICS, 1987 SEASON

Economic & Market Analysis

Submitted to: Columbia River Gorge Commission, Oregon State Tourism Division,
Columbia River Ports

Date Submitted: 1988

Project Manager: David Povey

Researchers: Scott Keillor
Mike Pruitt
Scott Whyte

The purpose of this report was to determine the economic impact of Boardsailing on the Columbia River Gorge in 1987. A ten percent sample survey of Gorge Boardsailors was conducted by the Community Planning Workshop research team. To perform the survey, researchers visited eighteen different launch sites on both sides of the Columbia River between Cascade Locks, Oregon and Maryhill, Washington. Physical site analysis of community facilities and a business survey of economics was also conducted. The primary data collected included: boardsailor demographics and general characteristics; gorge launch site evaluations; and economic and community impacts of boardsailing.

The report estimated that between 10,000 and 25,000 boardsailors annually will visit the Gorge by 1990. Recommendations include: development of additional launch sites; further development of existing launch sites; additional overnight accommodations; monitoring of national and international rates of growth; further studies into impacts on Gorge residents; and the imposition of a boardsailor user's fee to be used for launch site development and to fund further studies.

OREGON SKI ECONOMICS 1986-87 SEASON

Economic & Market Analysis
Recreation & Tourism

Submitted to: Oregon Ski Area Operators Association

Date Submitted: 1988

Project Manager: David Povey

Researchers: James Lawrence
Matt Malone
Robert Parker

The purpose of this study was to determine the economic importance of skiing in Oregon during the 1986-87 season.

Five separate surveys were developed and administered to various groups involved in Oregon's ski industry. Eight Oregon Ski areas were included in the analysis. The primary data collected from these surveys showed that during the 1986-87 ski season, the Oregon ski industry generated an estimated statewide total gross revenue of \$141 million, a 15% increase over the 1984-85 season.

This report included important refinements of earlier survey design, respondent identification, and data interpretation, which will provide more accurate trends for further study of the Oregon ski industry.

OREGON SKI ECONOMICS: 1984-85 SEASON

Economic & Market Analysis
Recreation & Tourism

Submitted to: The Oregon Ski Area Operators Association

Date Submitted: 1987

Researchers: Said Al-Shaikh
Brian Foran
Katherine Swinehart
T-Shian Suen
Greg Wikler

This report provided an overview of the economic importance of skiing in Oregon. Specifically, the study determined gross revenue, total payroll, total number of employees, and projections as they relate to skiing and ski-related activities in Oregon.

To accomplish this task, four separate surveys were developed and administered to the following four ski-related sectors: ski areas, ski shops, supplier services, and support services. Survey data from the 1984-85 ski season provided the baseline for establishing industry patterns and growth trends.

Key findings for the 1984-85 ski season included: (1) \$123 million in gross revenue was generated by the Oregon ski industry; (2) \$24 million in payroll was directly attributable to skiing in Oregon; and (3) 6,000 persons were employed in ski-related jobs.

EUGENE RIVERSIDE RESEARCH PARK/UNIVERSITY OF OREGON RESEARCH PARK

Economic & Market Analysis
Planning & Design

Submitted to: City of Eugene & University of Oregon Campus Planning Department

Date Submitted: 1986

Researchers:

The purpose of this report was to evaluate the locational decision criteria of business activities in university research parks in North America. Information was collected through the use of surveys, which had been sent out to businesses located in five university research parks with characteristics similar to the University of Oregon.

OPTIONS FOR DEVELOPMENT OF GULL OIL PROPERTIES IN GOSHEN, OREGON

Economic & Market Analysis

Submitted to: City of Goshen

Date Submitted: 1984

Researchers: Carol Hodges
Steven Bunnell
Patricia Cusick
Michael Spyrou

Gull Oil Corporation owns three parcels of land in Goshen, situated in the center of Lane County, Oregon that were not realizing their full economic potential. This study explored the status of these parcels, their present condition, and future development prospects. Two Interstate 5 interchange properties are emphasized because of their advantages as development sites.

The five research components represent five aspects of the development potential of the properties;

- 1) development advantages and limitations of the properties;
- 2) the economy of Goshen;
- 3) an analysis of traffic patterns in and around Goshen;
- 4) interchange activity in the neighboring Eugene area; and
- 5) physical and legal constraints on development of the Goshen properties.

Supplemental materials include the appraisal report of the properties, tables, graphs, photographs, and slides.

OCEANARIUM FEASIBILITY IN BANDON, OREGON: A PRELIMINARY STUDY

Economic & Market Analysis
Recreation & Tourism

Submitted to: The Port of Bandon

Date Submitted: 1984

Researchers: Elizabeth Evans
Christine Johns
Joanna Knapp

The purpose of this study was to provide a preliminary analysis of the feasibility of constructing and successfully operating an oceanarium in the town of Bandon. Visitor profiles and a break-even analysis were explored as initial steps in this evaluation. An analysis of comparable attractions also served as a valuable tool in this study.

Given conditions in Bandon at the time of the study, construction of a large oceanarium in Bandon was recommended to be infeasible. However, several recommendations were also developed in the event that the developers still decided to proceed. Among these were the institution of a sophisticated marketing campaign, increased revenues, and reduction of the annual operating budget.

CURRENT AND POTENTIAL DEMAND FOR OVERNIGHT ACCOMMODATIONS AT WILLAMETTE PASS RECREATION AREA

Economic & Market Analysis
Recreation & Tourism

Submitted to: United States Forest Service, Deschutes National Forest

Date Submitted: 1984

Researchers:

The primary objective of this study was to determine the present and future demand for overnight accommodations in the Willamette Pass area. The approach in determining this demand was through the evaluation of market characteristics based on seasonal and recreation participation rates. The research team conducted a comparative analysis with other similarly developed sites (Diamond Lake Lodge, Santiam Pass) in order to identify similarities and differences associated with overnight accommodations and services. The findings of this study were meant to be useful in making appropriate decisions about the development of the Willamette Pass Recreation Area.

A survey was distributed to private industry representatives who had developed facilities at other similar locations. This information was used to establish potential interest in satisfying recreation demand for overnight accommodations if the demand was found to exist.

EUGENE SATURDAY MARKET CUSTOMER ANALYSIS

Economic & Market Analysis

Submitted to: Saturday Market Management

Date Submitted: 1982

Researchers: John Johnson
Alan A. Lew

The Eugene Saturday Market, which consists of an assortment of booths selling a wide variety of handcrafted goods and non-commercial food items, is an outdoor event occurring every Saturday from April through December.

A survey was conducted to identify the general characteristics of Saturday Market customers, including what they buy, where they park, and why they attend. The survey was intended to serve as a tool for developing a market strategy.

The development of specific goals was recommended as a first action for the management of Saturday Market. Recommendations were also made to either pursue more of the customers who attend the Market on a regular basis and/or try to attract more of the high-spending customers who attend infrequently. In addition, a comprehensive marketing plan may target under-represented customer types as well.

MAIDEN PEAK SKI DEVELOPMENT FEASIBILITY STUDY

Economic & Market Analysis
Recreation & Tourism

Submitted to: Willamette National Forest

Date Submitted: 1982

Researchers: Judith Basehore
Jack Levy
Chuck Nozicka
Teresa Lawler

This study is designed to analyze the physical and market characteristics, and economic feasibility of developing a downhill ski area at Maiden Peak.

The analysis was presented in four parts:

- 1) Physical analysis; location and description of proposed site and area activities, geology, soil, snowpack, wildlife, vegetation, avalanche probabilities, slope analysis, topographic orientation, and environmental impact;
- 2) Market analysis; analyzed market potential in both primary and secondary markets, skiing trends of ski resorts within the market area, characteristics of the Maiden Peak skier;
- 3) Economic analysis; presentation of critical variables, computation of key economic characteristics, preparation of a break-even chart;
- 4) Discussion of developing Maiden Peak as either a day use or destination type ski area.

The report found that given current market conditions in Oregon and factors such as accessibility, snow conditions, level of skiable terrain, and cost it was unlikely that a Maiden Peak Ski Area would be economically feasible as either a day use or destination ski area at the time of the study.

LAGRANDE/UNION COUNTY COMMUTER AIR SERVICE STUDY

Economic & Market Analysis

Submitted to: LaGrande/Union County Demonstration Area Project Committee

Date Submitted: 1981

Researchers: Sandra Gleason
Ann Huntington
Janet Tharp
Cheryl Twete

This study, which was funded by the LaGrande/Union County Demonstration Area Project Committee, was an investigation of the need for air service to the LaGrande region (rural northeastern Oregon) in 1981.

The research methodology included: (1) a review of the history of air service to the region and the state of the airlines industry as a whole in the early 1980s (deregulation, subsidies, competition, expansion); (2) the identification of similar communities in surrounding states for purposes of comparison; (3) analysis of passenger data for service between the La Grande, Baker, Hermiston, Ontario and Portland airports; and (4) a survey of La Grande airport users.

The analysis indicated that unsubsidized commuter air service was both desired and possible, if linked to strong community support. The results showed a strong correlation between air service availability and economic diversity/growth. The report's findings may be generalized to other small town/rural communities isolated from and seeking air service.

THE AMAZON CORRIDOR: A PRELIMINARY FEASIBILITY STUDY

Economic & Market Analysis

Submitted to: City of Eugene
Date Submitted: 1978
Researchers: Brian Gregor
Hal Hiemstra
Leon Laptook
Leonard Press

The Amazon Corridor Feasibility Study was the first attempt to evaluate the proposed Amazon Corridor. The six research objectives which were examined include:

- 1) project costs;
- 2) financing;
- 3) coordination with local land use plans and policies;
- 4) legal issues concerned with water diversion; and
- 5) development potential of the corridor.

The primary methodology used was an analysis of periodicals and reports. Maps were used to analyze spatial characteristics of the area.

Recommendations were made for a detailed study of the Amazon Watershed which would include a runoff study, an evaluation of the flood capacity of the Amazon Slough, and effects of Amazon water quality on Fern Ridge Reservoir. The report found that the legal context of diversion of Willamette River water into the Amazon drainage would be amenable to the proposed project.

PRELIMINARY UNEMPLOYMENT STUDY OF LANE COUNTY

Economic & Market Analysis

Submitted to: Economic Consultants of Oregon (ECO Northwest)

Date Submitted: 1978

Researchers: Greg Byrne
Sandra Lenz
Suzanne Schweitzer
John Tamulonis

This was a pilot study to determine specific characteristics of the unemployed in Lane County for the Lane Council of Governments. Based on investigation of secondary data sources for the unemployed in Lane County, it presents a list of criteria for describing the characteristics of the unemployed. These criteria are then compared to the existing data sources. The report discusses the best of these existing data sources and suggests ways to obtain the additional information needed to fully characterize the unemployed.

The report recommends better data collection techniques, the institution of periodic surveys, and increased cooperation between agencies in the exchange of data to provide a more useful information base.

AGRICULTURAL LAND PRESERVATION POLICIES IN OREGON: A STATUS REPORT AND CASE STUDIES

Economic & Market Analysis

Submitted to:

Date Submitted: 1977

Researchers: Cathe Blevins
Dick Faith
Mary Ann Johnson
David Spencer
David Yamashita

This report found the rapid move toward suburban living in the United States since World War II has resulted in huge losses of prime agricultural land to urban uses. In Oregon in 1963, Farm Tax Deferral (FTD) was initiated on a statewide basis for the purpose of addressing the dramatic rate at which the loss of agricultural land was occurring. The following studies provide some detailed evaluations of FTD's performance in selected areas of Lane County.

"Regional Agriculture in the Willamette Valley" placed the Lane County studies into the context of agricultural production trends throughout the Valley. Past production and future prospects for key crops are compared to the location of prime agricultural soils and metropolitan growth.

"Farm Tax Deferral: Use and Conversion (1965-1976)" showed FTD's use in areas of central Lane County, including changes in use of lands receiving the tax incentive.

"Farm Tax Deferral: Fiscal Impact: 1976" analyzed property tax impacts of the program in two school districts of Lane County, including calculation of the resulting tax shift and who is affected. FTD's indirect costs/benefits are also discussed.

The study found that: (1) improved data on agricultural land use in the Willamette Valley is needed; (2) greater attention is needed on the impacts of annexation to the availability of urban services in conversion of agricultural land; (3) FTD's unintended impacts should be considered at both local and state levels.

FACILITY & PARK MANAGEMENT

CITY OF CORVALLIS PARK AND RECREATION PROGRAM EVALUATION

Facility & Park Management
Recreation & Tourism

Submitted to: City of Corvallis Parks and Recreation Department

Date Submitted: 1990

Researchers: Don Donovan
Judy Wade
David Krutsinger
Eric Schultz

This study was done for the Corvallis Parks and Recreation Department. The purpose of the study was to find out how the City of Corvallis Parks and Recreation Department can improve its services and programs in order to better serve the citizens of Corvallis.

Project staff members surveyed recreation program participants on several days at various sites used as recreation facilities by the City of Corvallis. Results were presented as a framework for decision-making by the Parks and Recreation Department program and facility planners.

A survey questionnaire was developed by which information was collected. Participants were selected by a simple random sample of a pool of fourteen programs offered by the Parks and Recreation Department. Responses indicated that program participants were very pleased with the facilities, program scheduling and instructors that were provided and that programs met their expectations.

JUNCTION CITY AREA RECREATION NEEDS AND ISSUES

Facility & Park Management
Recreation & Tourism

Submitted to: Junction City Soroptimist Club

Date Submitted: 1989

Researchers: Jordan Brown
Richard Harding
Brian Mulligan
Wally Webster

The Junction City Soroptimist Club requested that CPW evaluate the operation and structure for a proposed park and recreation district, including potential operation, costs, revenues, and management strategies.

In order to arrive at the recommendations for the feasibility of a park and recreation district in Junction City, three surveys were conducted to identify potential uses, the perceptions of forming a district, and to determine the staffing and management structure of other similar park and recreation districts.

Based upon the findings of the research, several recommendations were made for the leisure service delivery system in the Junction City area. It was recommended that the Soroptimist Club form a committee to work with the City Park and Recreation Department on a regular basis. It was also important that barriers to participation be removed for the teen age population. In addition, a marketing strategy should be developed as well as program and funding development. The city should form a youth advisory committee to challenge youth to help plan, develop and implement some of their programs.

RECOMMENDATIONS FOR THE OPERATING AND FEE STRUCTURE OF THE MAJESTIC THEATER

Facility & Park Management

Submitted to: The City of Corvallis, Parks and Recreation Department

Date Submitted: 1989

Researchers: Jordan Brown
Brian Mulligan

The City of Corvallis purchased the Porter Building to rehabilitate it for use as a performing arts center. CPW was contracted to evaluate the possible operation and fee structure for the Majestic Theater, including evaluation of the potential revenues, uses, operating, and staffing requirements.

In order to collect the data necessary to address the objectives, two sets of surveys were sent out: (1) to potential user groups; and (2) to comparable performing arts facilities throughout the Northwest.

The survey identified potential user groups, percentages of types of events that should be programmed, potential funding, and average user fees. Costs for city operated versus city owned but leased were provided along with potential profit figures.

STUDY OF COMPARABLE FACILITIES AND USER GROUPS FOR A COMMUNITY CENTER

Facility & Park Management

Submitted to: City of Corvallis, Parks and Recreation Department

Date Submitted: 1989

Researchers: Karen Bartlett
Jordan Brown
Brian Mulligan

The purpose of this study was to evaluate facilities in the Corvallis area comparable to the Corvallis Elks Lodge or the Corvallis Y.M.C.A. that could be used for the development of a community center and the potential user groups for a new Community Center.

In order to arrive at the recommendations for the feasibility of the use of either of these facilities, two surveys were conducted to identify these comparable facilities and potential user groups.

The resultant information identified potential user groups, potential revenues, annual operating expenditures, and the need for a community needs assessment.

EVALUATION OF RESERVATION AND FEE SYSTEM FOR THE NEW HATCHERY BUILDING AT SHEVLIN PARK

Facility & Park Management

Submitted to: Bend Park and Recreation District

Date Submitted: 1988

Researchers: Linda Christy
Jaime King

The purpose of this study was to determine a pricing and reservation system that would lead to efficient use of the new Hatchery building at Shevlin Park in Bend and be seen as fair by both the users and the providers. Community Planning Workshop examined different approaches to fee structures as reported in literature and by comparable parks to develop an appropriate system for the new Hatchery being built in Shevlin Park.

Evaluative criteria for a fee and reservation system were outlined. Theoretical pricing and reservation systems were evaluated with the conclusion that the most appropriate system for regulating the use of the Hatchery was probably a combination of reservation, merit, and price systems. Other parks of comparable type, size, or location and how they regulated use were analyzed to determine the implications of a fee and reservation system for the Hatchery.

In addition to making recommendations about how to change the old fee system, recommendations for new ideas were made as well. These included reducing the number of user categories, using different fees for in-district versus out-of-district users, per day versus per hour charges, and the institution of special charges, special discounts, and a reservation system.

THE OLD MCKENZIE TROUT HATCHERY, LEABURG FISH HATCHERY

Facility & Park Management

Submitted to: Lane County

Date Submitted: 1986

Researchers: Marguerite McGrath
Paul Thorsnes
Maureen Donohue
Babatunde Fala

This study explores development options for the Leaburg fish hatchery that would incorporate site characteristics of historic and natural value. The study also includes analyses of physical characteristics of the site, market conditions, and legal and political constraints and supports for development.

The site is best suited for low impact uses because of its slope, soil, and vegetation characteristics, and its proximity to the McKenzie River. Legal and political constraints also support low impact. The hatchery is zoned for non-impacted forest use and has a deed restriction for recreational use. Market surveys show there is a demand for increased recreational opportunities in the area.

Property owners support three development options; a public park, an historical tourist attraction, or a public meeting facility. The study finds all alternatives to be reasonable and recommends a mixture of the options.

URBAN PUBLIC MARKETS: EUGENE AND SELECTED WESTERN CITIES

Facility & Park Management

Submitted to: Eugene Saturday Market

Date Submitted: 1984

Researchers: Dolly Gudder
Chuck Nozicka
Mark Hess

The purpose of this study was to: (1) examine informal public markets in the downtown areas of a number of Western North American cities; (2) study Saturday Market in Eugene in more detail; and (3) offer suggestions on how Saturday Market may best develop. Customer surveys were conducted at Saturday Market to determine customer characteristics (age, income, residence, expenditures at the market, etc.), what other activities they engage in while downtown, and their preferences for expansion of the market. Comparison data for public markets in other cities was gathered through interviews and a review of available literature. The most significant survey findings were that 85% of Saturday Market visitors used the opportunity to visit other areas of the downtown; 25% of the market's revenues were generated from people visiting from outside the Eugene area; and that there is strong customer support for expansion of the market.

The study concludes with an analysis of customer preferences for a variety of expansion options. Recommendations included relocation to a permanent site with some degree of shelter, expansion of the Farmer's Market portion of the market, and an increased emphasis on entertainment.

PLANNING & DESIGN

4-J DEMOGRAPHIC ANALYSIS

Planning & Design

Submitted to: School District 4-J

Date Submitted: 1992

Researchers: Bob Parker
Celia Barry

CPW assisted the 4-J School District in gathering 1990 Census data for educational planning purposes. The 4-J district encompasses most of Eugene and several rural Lane County Areas. CPW gathered and aggregated a variety of Census data by elementary attendance area for the District. Data gathered included a variety of demographic, social, and economic characteristics. The District intends to use the CPW report for a variety of planning and grant writing activities.

THE COMMODORE HOTEL: NEW USES FOR AN HOTEL

Community & Economic Development
Housing

Submitted to: Mid-Columbia Community Action Program

Date Submitted: 1992

Researchers:	Susan Curley	Ellen Lind
	Christine Greenlee	Bill Searles
	Idris Hadi	Lawrence Vasquez
	Kerrie Hirschland	David Voss

The Mid-Columbia Community Action Program and the State Department of Housing and Community Development asked the CPW to evaluate future possible uses of an historic, four story hotel in The Dalles. The objectives of the study were to: (1) Evaluate the need for low income housing in The Dalles, (2) Determine the suitability of the Commodore Hotel for meeting the residential needs of low-income residents in the region and (3) Evaluate the impact of alternative residential uses of the Commodore on The Dalles. The research team invited Architect Michael McCulloch and structural engineer Joe Gehlen as subcontractors to evaluate the structural adequacy of the building for residential purposes.

The CPW team prepared detailed background information on the history of The Dalles and the hotel as well as population changes and economic trends in the region. Five alternative residential uses of the Commodore were considered: (1) no change in use, (2) housing for low-income seniors, (3) housing for low-income families, (4) youth hostel facilities and low-income housing, (5) mixed low-income residents and/or handicapped. Population and housing trends from 1960 through 1990 were developed for The Dalles, Wasco County and the state of Oregon. These trends were compared and existing and projected regional housing needs for low-income persons and families were identified. Case study analysis of other Oregon historic hotels converted for low-income residential uses are introduced and evaluated in a chapter on the housing needs of special populations. Background information on hostels is also provided. Each of the five proposed uses is evaluated using sixteen assessment criteria developed to compliment future development in the historic downtown area and low income housing needs in The Dalles. Preliminary development costs and estimated annula revenues are presented for each of the five residential uses.

Housing for low income seniors was the top recommendation of the CPW team. Seniors housing was selected because conversion costs were the lowest, projected revenues are high and seniors appear to be one of the groups most likely to complement the expected growth and revitalization of the downtown historic district.

FLORENCE COMPREHENSIVE PLAN REVIEW

Planning & Design

Submitted to: City of Florence

Date Submitted: December 1992

Researchers: Bob Parker
Mark Fancey
Mark Leedom
Scott Craig

Under ORS 197, Oregon communities must review their comprehensive land-use plans every five years. The "periodic" review process is designed to help communities keep their comprehensive plans current and aligned to Oregon Planning Goals. Comprehensive plans have two components: a factual base and policies.

The City of Florence requested CPW assist and gathering information relevant to the factual base of their Comprehensive Plan. Further, the City wanted to assess public attitudes and opinions towards future development in the community.

CPW used two research tools to assist Florence in the periodic review process: (1) a community needs assessment survey sent to a random sample of 1,000 Florence households; and (2) U.S. Census data on population, housing, economic, and other characteristics. The survey focused on housing, community development, transportation, and parks needs. Florence will use this report to update the City's comprehensive land-use plan.

AN INVENTORY AND PRELIMINARY LAND ANALYSIS OF THE MCKENZIE RIVER CORRIDOR

Planning & Design
Recreation & Tourism

Submitted to: The McKenzie River Trust

Date Submitted: 1990

Researchers: Julie Fischer
John Brennan
Harriett Kessinger
Brenda McCray
Jennifer Snyder

This study was the first phase of a McKenzie River conservation plan that the McKenzie River Trust will use to assist in making decisions regarding land acquisition.

A land use analysis was performed using aerial photo interpretation, maps analyses, and a visual evaluation performed from on the river as well as from the road. It described general characteristics of a river segment and identified recommended focus areas which may be of particular interest to the Trust.

Final products of this study included a narrative report on the McKenzie River, a resource guide to relevant public agencies and organizations, an easy reference library of information on the McKenzie River, a series of maps of the river corridor (composed of a base map, land ownership and zoning map, land use map, and special features map), and a visual inventory display of the river corridor.

19th AND AGATE BUSINESS USER'S PARKING FEASIBILITY STUDY

Planning & Design
Transportation

Submitted to: 19th and Agate Business Group

Date Submitted: 1988

Researchers: Juliana Rebagliati
Jie Chen
I-Shian Suen
Woosook Zhee

The purpose of the study was to assist businesses in the vicinity of 19th and Agate Streets in Eugene in collecting, analyzing and presenting information necessary for the creation of a special parking district as well as to identify areas best suited for off-street, off-premise parking to serve the customers of businesses in that vicinity. Researchers surveyed businesses in the 19th and Agate area about their parking needs and enlisted the assistance of landscape architecture students in developing design proposals for possible off street parking. Recommendations included: utilizing the south end of Condon School property for parking; providing at least 50 parking spaces on this site; that the 19th and Agate Business Group should prepare a letter to the City of Eugene asking for approval of a special parking district which allows off-street, off-premise parking.

THE OREGON ENVIRONMENT: A CITIZEN'S GUIDE TO ENVIRONMENTAL ANALYSIS AND PLANNING PROCEDURES

Planning & Design

Submitted to: The Office of Environmental Education, Department of Health,
Education and Welfare

Date Submitted: 1985

Researchers: Thomas Byrer
William Clark
Ronald Eber
Alfred Mandel

The Oregon Environment: A Citizen's Guide to Environmental Analysis and Planning Procedures was intended to provide assistance and direction to persons interested in and concerned about the future of the State of Oregon. The Guide was not intended to provide prescriptions: rather, it is intended to help clarify environmental problems, identify existing measures for addressing these issues, and provide assistance to persons interested in becoming involved in the solution of various environmental questions and planning issues.

This Guide attempted to explore each one of the components of the Oregon environment, providing an introduction to environmental issues and assessment in Oregon. The development of this publication stemmed from a desire to reverse the reliance on a series of "faulty" or unquestioned assumptions which many of us have made during the past seventy-five years.

Portions of this Guide introduced and discussed means by which the people of Oregon may become further involved in the shaping of the Oregon environment. A section on legal and planning procedures explained the environmental protection and land use programs then operating in Oregon. Considerable attention was devoted to the impact of man-made changes on the natural environment. The section of the Guide dealing with economic impacts as they relate to environmental analysis raised important questions regarding economic benefits and losses which may accompany efforts to limit environmental degradation. Methods of environmental analysis and related questions were also reviewed. The final section of the Guide provided descriptions of 30 Oregon agencies and organizations which focus on various issues of environmental concern.

BETHEL TRIANGLE NEIGHBORHOOD STUDY

Planning & Design

Submitted to: Bethel Triangle Neighbors

Date Submitted: 1982

Researchers: Anne Merklin
Ingrid Tokar

This study was intended to provide data and recommendations that would be helpful to the Neighbors in their efforts to preserve the residential character of the area.

A household survey was conducted to gather current information on the demographic characteristics and the housing stock of the neighborhood. Information was also collected from the City of Eugene, the Census, and the tax assessor's office. Possible resources for the preservation of the neighborhood were then investigated.

Goals and objectives were formulated as a guide for the Neighbors to follow to achieve preservation and rehabilitation of the neighborhood, among which are the development of a community center, neighborhood activities, and housing rehabilitation. Several programs and projects were also recommended. These programs mainly addressed housing problems and preservation of the housing stock.

WILLAMETTE PASS SKI AREA MASTER PLAN

Planning & Design
Recreation & Tourism

Submitted to: Willamette Pass Ski Corporation

Date Submitted: 1982

Researchers: Teresa Lawler
Alan Lew
Brad Miller

This report was prepared for Willamette Pass Ski Corporation. It developed a proposed phasing of various activities and improvements expected to take place over the next ten to fifteen years at Willamette Pass. This report included a market analysis, existing physical conditions, existing site capacity, site criteria, a proposed development plan, analysis of the development plan, and anticipated environmental impacts.

The primary findings of this study showed that market potential for ski activities is expected to steadily increase to the year 2000.

DELTA PONDS MANAGEMENT POLICY RECOMMENDATIONS

Planning & Design

Submitted to: Cal Young Neighborhood Association, Eugene, Oregon

Date Submitted: 1980

Researchers: Wendy Hawksworth
Susan Lynn
Gregg Morris
Tom Tucker

This study makes policy recommendations for land use in wetland and pond areas adjacent to the Cal Young neighborhood. The wetland area faces considerable development pressure, and the neighborhood association works to preserve the nearby open space and its recreation values.

An extensive analysis of the site was conducted including study of: (1) hydrology and water quality; (2) existing infrastructure, transportation and public facilities in the area; (3) public policies concerning any government interest in the site; and (4) proposed development in the area.

Client values and interests were assessed in the context of the state land use planning goals. The following management objectives were recommended by the study:

- 1) conservation of the wild area according to state guidelines;
- 2) promotion of safe use and enjoyment of the ponds as a natural area;
- 3) maintenance of fish ecology and mosquito abatement; and
- 4) encouragement of continuing communication between the city government and the Cal Young Neighborhood Association.

A RED BARN VARIANCE APPLICATION FOR REDUCED PARKING REQUIREMENTS: BACKGROUND MATERIAL

Planning & Design

Submitted to: NECDO

Date Submitted: 1980

Researchers: Mary Neiderbach
 Stan Tidman

The focus of this report was to provide NEDCO with background material for an application for a variance for reduced off-street parking requirements for the Whiteaker Neighborhood's Red Barn development project. This report attempted to view the area's general parking situation in the context of existing conditions and community resources. It also outlined suggestions and provided methodology. A brief parking survey was also included. The information was derived through research of city code criteria and a recently completed market analysis by ECO Northwest.

Among others, recommendations were made for NEDCO representatives to reestablish liaison with city departments, attend zoning board hearing to observe proceedings, and continue to lobby for long-term area traffic/parking solutions.

AN INCLUSIONARY ZONING ORDINANCE FOR EUGENE

Planning & Design

Submitted to: The City of Eugene

Date Submitted: 1979

Researchers: Richard Perkins
Bob Rindy

This was a study of the possibility of requiring that larger residential developments requiring city approval provide a mixture of housing units that address the needs of lower income families. The report focused on demonstrating the necessity of such a program, examining similar programs in other communities, and outlining specific criterion to be contained in a Eugene ordinance implementing the proposal.

An inclusionary zoning ordinance was determined to be the most straightforward method available to the City of Eugene for implementation of stated community goals. Program emphasis should be placed on engaging the private housing industry in devising workable methods for achieving affordable housing. To maximize the number of units provided and dispersed, and to avoid legal challenges based on the equal protection clause of the Fourteenth Amendment, it was recommended that all residential projects be required to participate in the program. Several other recommendations were also made regarding such things as means of performance, available methods of compliance, selecting eligible families, continuing availability, and city support mechanisms.