

Junction City Downtown Plan



***Prepared for
The City of Junction City
P.O. Box 250
Junction City, Oregon 97448***

***Prepared by
Lane Council of Governments
99 East Broadway, Suite 400
Eugene, Oregon 97401-3111***

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under Junction City Resolution Number 808 on June 24, 2003.***

Acknowledgments

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Project Staff Team:

Megan Banks, Project Manager (LCOG Planner)
Jennifer Goldman (LCOG Planner)
Bert McClintock (Junction City City Administrator)
David Renshaw (Junction City Community Development Director)

ODOT/DLCD Transportation and Growth Management Program Grant Managers:

Lisa Nell and Tom Boyatt



Downtown Citizen Advisory Committee Members:

David Brunscheon, City Councilor, former Planning Commissioner
Carol Taylor Clay, Country Coach, Inc.
*Kitty Goodin, Junction City Historical Society
*Jeffrey Greenwald, Interior Creations
Shirley Kaping, former City Councilor
*Ethan Nelson, City Councilor, former Planning Commissioner
*Debi Tucker, The Acorn Tree
*Winn Wendell, former City Councilor
*Mary Whitlock, DVM, Countryside Animal Clinic
Merle Wilcox, Wilcox Travel
*Shown above

City Council

Jon Edwards, Mayor
Dave Brunscheon
Dwight Coon
Larry Crowley
Ethan Nelson
Barry Schweigert
Brenda Thomson

Planning Commission

Bob Nelson, Chair
Donna Bernardy
Sandra Dunn
Jodi Jennings
Brad Lemhouse
Brandon Nicol
Tim Nord
Orrin Stoddard
Jack Sumner

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The contents of this document do not necessarily reflect views or policies of the State of Oregon.

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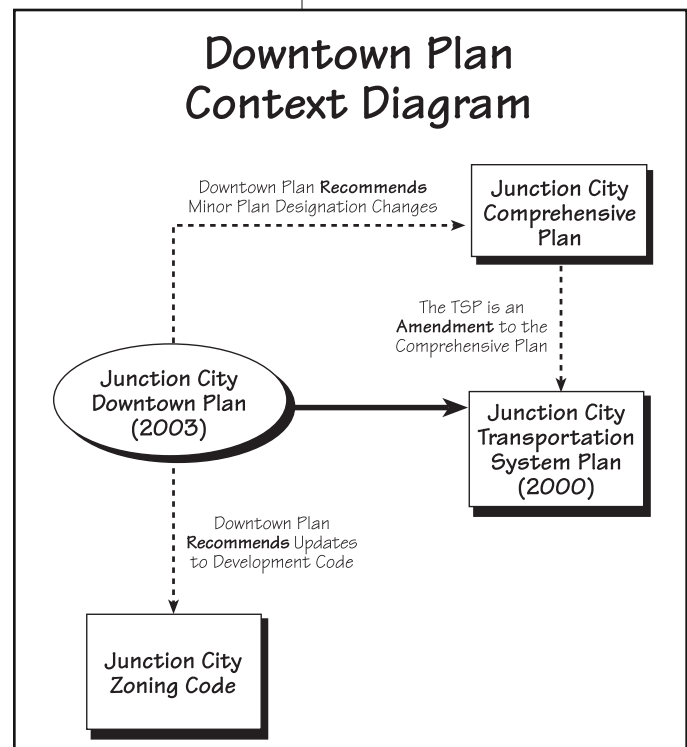
Introduction

The City of Junction City and the Lane Council of Governments (LCOG), in coordination with the Oregon Department of Transportation (ODOT), initiated a planning process for Junction City's downtown in April 2002. The project was funded by a grant from the ODOT/DLCD Transportation and Growth Management (TGM) Program, with matching funds provided by the City in the form of in-kind services. This plan was created in close consultation with the Junction City Downtown Advisory Committee (DAC), a ten-member citizen committee that met on a monthly basis.

The purpose of the plan is to reestablish an identity for downtown Junction City and foster a downtown area that will be a center for business activity and a source of community pride for Junction City residents, both present and future. The plan creates a vision for Junction City's downtown and will be the basis for future transportation-related capital improvements and land uses in the downtown. The proposed projects shown in this plan are intended to be a refinement to Junction City's Transportation System Plan (TSP), which was adopted in 2000. The actions in this plan do not obligate or imply obligations of funds by any jurisdiction for project level planning or construction. However, the inclusion of proposed projects and actions does serve as an opportunity for the projects to be included, if appropriate, in documents such as the city's capital improvement program and allows the city to pursue funding opportunities as they arise. The land use design guidelines and standards presented in this plan ultimately will be incorporated into Junction City ordinances where they will become legally binding. The guidelines and standards will also serve to guide business and property owners as they remodel and improve downtown buildings in the future and will help provide clear direction to the Planning Commission and city planning staff as they review future downtown development proposals.

Plan Context

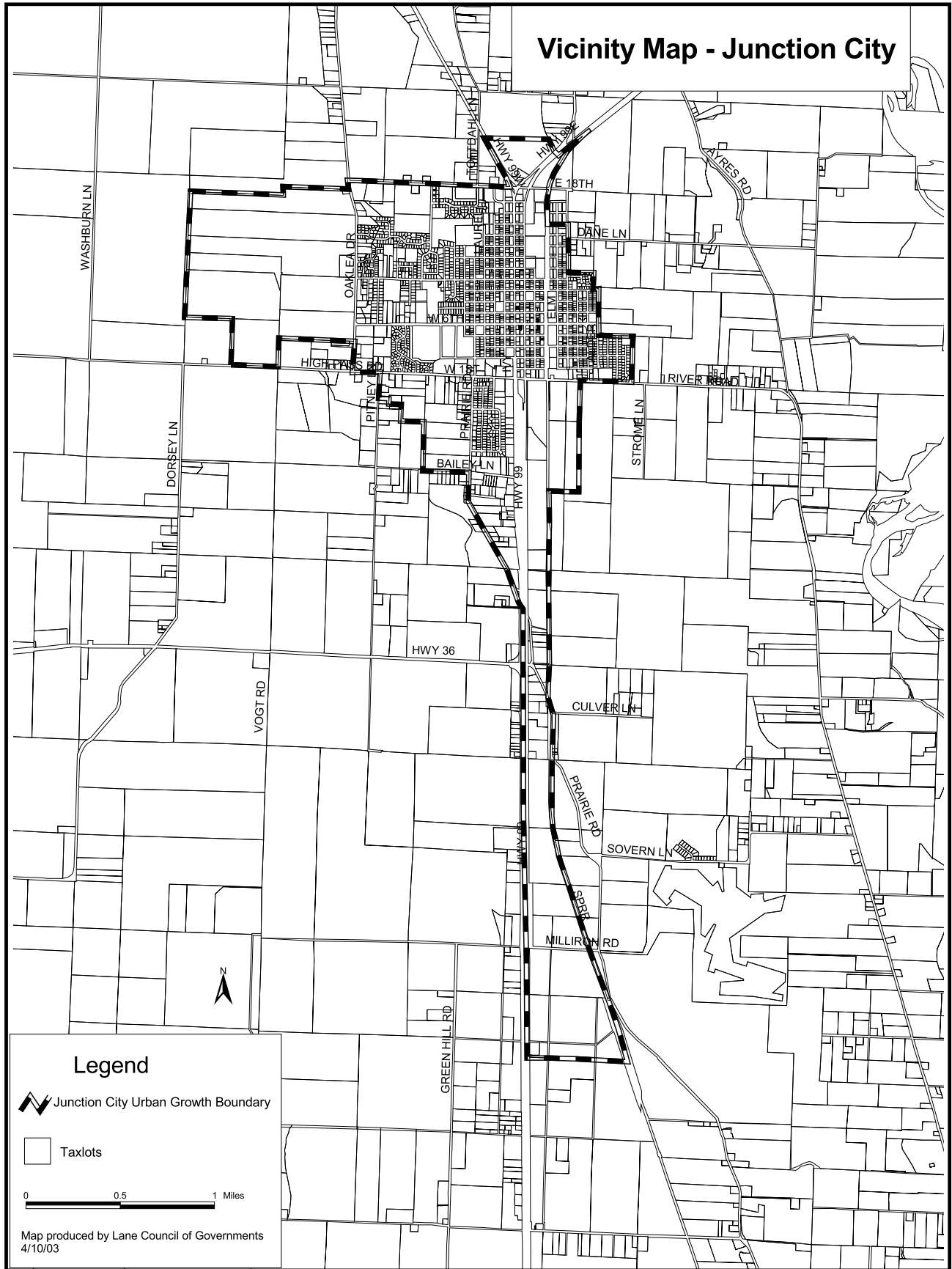
The Junction City Downtown Plan is a refinement to the Junction City TSP. The Downtown Plan conforms to all TSP goals and policies, but provides much greater detail on proposed improvements for the downtown area. The land use component of Downtown Plan also makes recommended revisions to the Junction City Zoning Ordinance, particularly for the downtown commercial area which includes the Central Commercial (C-2) zoning district and a small portion of the General Commercial (GC) zoning district, and recommends revisions that will be considered as the city updates its Comprehensive Plan. Recommended changes to other ordinances and specific action items for the city are also included in the Downtown Plan.

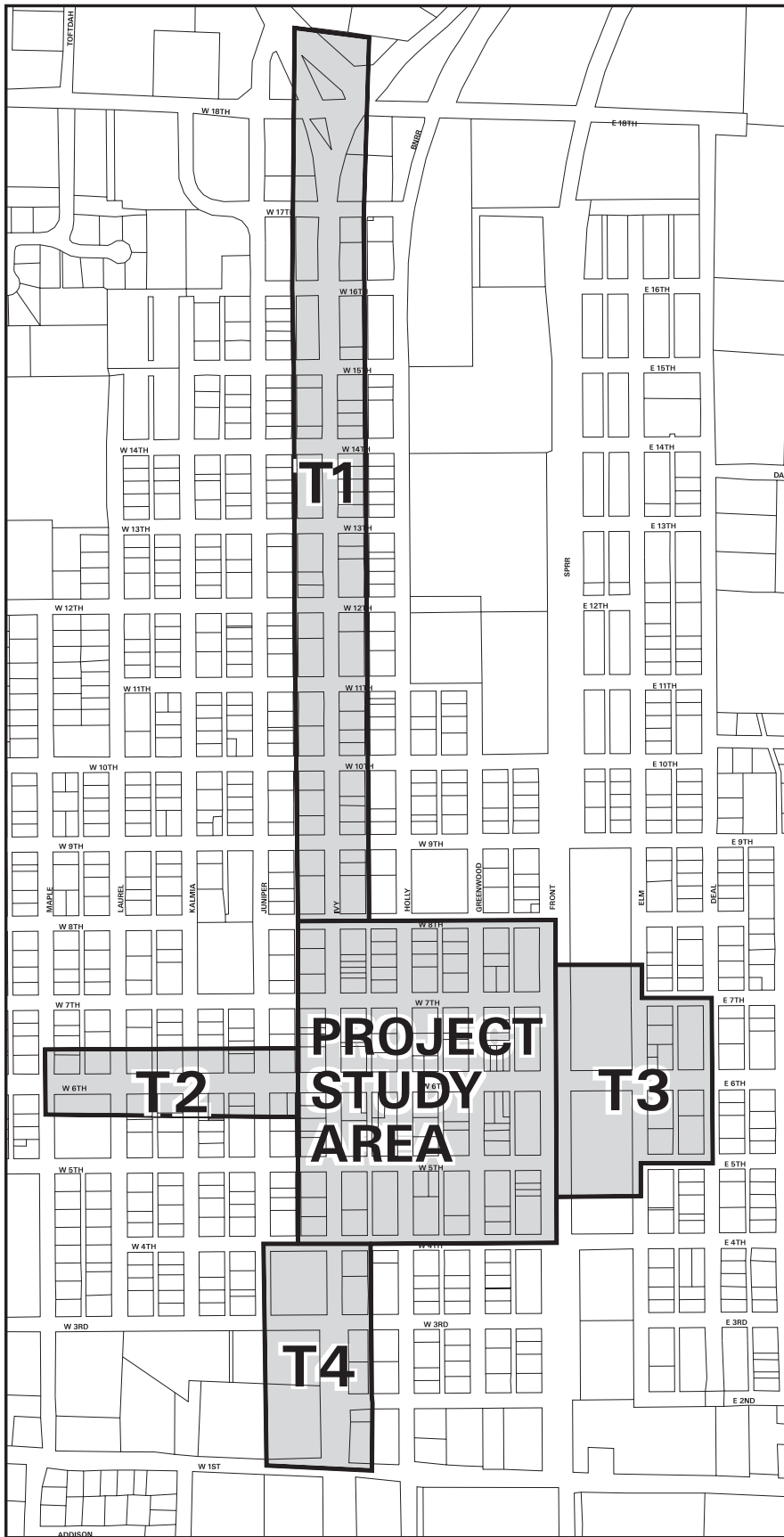


Study Area

Although the City of Junction City comprises the entire project area (Map 1, Vicinity Map), the focal point of this study includes the area zoned Central Commercial and the stretch of Highway 99 (Ivy Street) immediately west of downtown (Map 2, Junction City Downtown Study Area). Participants in the downtown planning process recognized that businesses in the downtown serve a different niche than businesses along Ivy Street, yet there are opportunities for both areas to complement each other. The committee also realized that the north, south, east and west corridors that lead to and from downtown serve as a gateway to downtown and help form overall impressions of the City of Junction City. The committee designated these four areas Transition Zones, and wanted any streetscape elements, such as street lights, to be consistent with future downtown improvements. These four transition zones are defined below:

- Zone 1: Along Highway 99 from West 8th Avenue to West 18th Avenue. Zone 1 is undergoing improvements as part of the Highway 99 Preservation Project, a separate project. More information on this project is available in Appendix G.
- Zone 2: West 6th Avenue from Highway 99 west to Maple Street
- Zone 3: East 6th Avenue from Front Street to Deal, including parts of the Bi-Mart and railroad sites
- Zone 4: Along Highway 99 from West 4th Avenue to West 1st Avenue





Junction City Downtown Study Area

T1 through T4 Represent Transition Zones



Lane Council of Governments
99 E. Broadway, Suite 400
Eugene, OR 97401
03/27/03

The Planning Process

Citizen involvement was fundamental to this plan. The plan was guided by a ten-member DAC approved by the City Council on March 12, 2002. The DAC represented a range of downtown business and property owners, residents, and representatives from both the Planning Commission and the City Council. The DAC met monthly between April 2002 and March 2003, and each DAC meeting was open to the public. Staff from ODOT and the TGM program also provided valuable technical assistance throughout this project.

Public involvement activities included the following:

- A public workshop including a visual preference survey and identifying downtown “likes and dislikes” was held at Scandia Hall on September 12, 2002. This event was advertised through posters; a direct mailing to downtown property and business owners; an article in the *Tri-County News*, the Junction City Chamber of Commerce newsletter, and *The Register Guard*; a public service announcement on KLCC; and phone calls to downtown businesses. Thirty people attended this event.
- A presentation of the Downtown Plan process was given to the Junction City Planning Commission on September 17, 2002 and the Junction City City Council on December 10, 2002.
- A public workshop was held on February 12, 2003 at Scandia Hall to present the Downtown Plan design concepts and receive feedback. This event was advertised through posters; a direct mailing to downtown property and business owners; a display ad in the *Tri-County News*; an article in the Junction City Chamber of Commerce newsletter; a public service announcement on KLCC; promotional coverage by KEZI television; and phone calls to downtown businesses. Thirty-three people attended this event.
- The Planning Commission and City Council held two joint public work sessions on April 22 and April 30, 2003.
- The City Council held two public hearing on May 13 and May 27, 2003.
- The Planning Commission held a public hearing on June 10, 2003.
- The City Council held a public hearing on June 24, 2003 (Plan was adopted - Resolution No. 808).

The following timeline identifies the major tasks and timing in carrying out the project:

Project Timeline

Spring 2002	Summer 2002	Fall 2002	Winter 2003	Spring 2003
Form Downtown Advisory Committee	Inventory existing downtown conditions Identify issues Develop a vision statement Host public workshop Present to Planning Commission and City Council	Develop implementation strategies Identify capital improvements Identify possible funding sources Develop Proposed Amendments to the Junction City Comprehensive Plan and Zoning Ordinance	Prepare draft of Downtown Redevelopment Plan Host public workshop	Produce final draft of Downtown Plan Present Downtown Plan to the Planning Commission, the City Council, and interested public at joint work session and public hearing Produce and distribute final Downtown Plan

City of Junction City Historical Context

Junction City, the second oldest town in the southern Willamette Valley, is located 15 miles north of Eugene. Surrounding green summer fields of mint, grasses, and crops; its extensive parks and recreation facilities; and its Scandinavian heritage characterize the city. At the crossroads of Eugene and Corvallis along Highway 99 East and West, and Highway 36, the city has historically held a unique position in the region.

The town was originally settled in the early 1860s after it moved its location from two miles north at Lancaster. Named after a railroad junction that never came to be, it was officially incorporated as a city in 1872.

Over the years, the city's development patterns have mirrored those of the Willamette Valley. The city began as an agricultural center and regional transportation hub and transitioned into logging. Today, the city is increasing its economic diversification. From the start of the city's earliest development, Junction City was an important agricultural and transportation point in the southern Willamette Valley. The community was the southernmost point reachable by the flat-bottomed boats that transported goods up and down the Willamette River. The city was located a day's journey from Portland by steam locomotive, making it an ideal place to locate refueling and roundhouse facilities. By 1871, the railroad was complete from Portland to Eugene, and by 1873 crews had extended the line to Roseburg. The first train from San Francisco to Portland went through Junction City in 1887.

In the 1870s, construction of a water system, a jail, sidewalks, and other public improvements began, City Hall was built downtown, and a flour mill, grist mill, general store, hardware store, warehouses, and other businesses started up. Many churches and schools were built in this period. Although the railroad junction for whom the city was named never came to fruition, several important highways were constructed that form a junction there: Highway 99 East, Highway 99 West, and Highway 36 intersect at Junction City.



Bird's eye view of historic Junction City



Junction City hotel and opera house, 1891



Pastoral farmland surrounds Junction City

*A century of development on
6th Avenue*

In the last 50 years, land development patterns have changed considerably and the population has increased at a steady rate. The 1999 population of 4,570 is over three times the 1950 population of 1,475. Junction City is the fourth most populated city in the region after Eugene, Springfield and Cottage Grove.



6th Avenue, 1900



6th Avenue, 1925



6th Avenue, today

After World War II, Junction City's economy focused on agriculture and, to a lesser extent, logging and timber production. The decline of the timber industry in the 1980s and 1990s reduced the city's reliance on this sector and resulted in significant job losses for residents. The local economy also suffered from a fire that destroyed Agripac and the loss of Monaco Coach Corporation. However, Junction City's quality of life is stable and improving. A minimum and medium security women's prison that is planned for construction will eventually bring more jobs to the local area. The City offers a range of employment opportunities for its workers who have the added option of commuting to the Eugene-Springfield area.

Background

Land Use in Junction City

Junction City's land use is guided by its Comprehensive Plan, which contains specific information, goals, policies, and maps that address local concerns and issues raised by the statewide planning goals. Junction City's Comprehensive Plan was acknowledged by DLCDC in March 1984 and revisions were completed in 1993.

Within the city's urban growth boundary (UGB), residential uses occupy the largest share of developed land. Junction City offers a range of housing choices. In 1998, there were 2,252 housing units inside the UGB, 60 percent of which were single-family, 29 percent of which were multi-family units, and 11 percent of which were manufactured homes in parks. Junction City's single-family homes can be built on lots as small as 6,000 square feet although some have been built on lots as large as 15,000 square feet. According to the 2000 census, the median value of homes in Junction City was \$118,400.



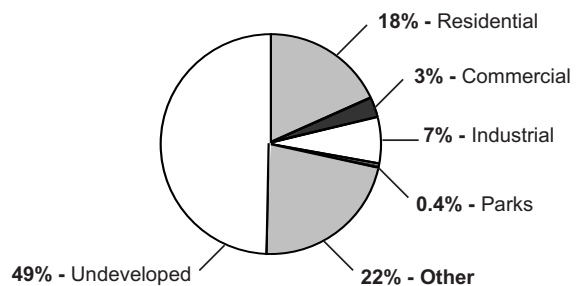
A single-family home in the downtown area recently converted to commercial

The Economy

Like many small cities in the region, the city experienced the loss of timber-related jobs, but has successfully transitioned to other major employers. Junction City is one of only three cities in the region with more jobs than housing units. In 1998, there were 2,992 jobs in the city, over 30 percent more than the number of housing units. The largest employment sectors in Junction City are: manufacturing (durable goods), retail trade, construction, educational, and health services. Particularly prominent in Junction City is the recreational vehicle industry, and the largest local employer is Country Coach, Incorporated.

Lane Community College has opened the Jim Pitney LCC Learning Center in Junction City, expanding educational opportunities and job training in the surrounding area. A large area of commercial land in the north will accommodate future commercial development. In the near future, local housing will be expanded with the addition of some single- and multi-family subdivisions.

Land Use within Junction City's UGB



Country Coach, Inc. is Junction City's largest employer.

Natural Features

Junction City is located in a relatively flat plain between the Willamette River to the east and the Long Tom River to the west. The deciduous vegetation surrounding the city has a special aesthetic value. Natural vegetation includes riparian communities, grasslands, and oak woodlands. There are two intermittent streams in the city, Flat Creek and Crow Creek, and two artificial lakes that serve as the city's wastewater treatment lagoons. There are several wetlands, predominantly associated with the two creeks.

Extensive parks and recreation facilities enhance the livability of Junction City. The city owns and maintains eight city parks, including tennis courts, basketball courts, playgrounds, ballfields, open space and a seasonal outdoor swimming pool. In addition, the city maintains two school district facilities, including playgrounds and a ballfield complex located between the elementary and middle schools.



Aerial view of Junction City and surroundings

Existing Conditions

Downtown Land Use and Development Patterns

In the downtown area, Junction City's existing land use and development pattern has evolved around two railroad lines that run north-south – the Burlington Northern Railroad and Union Pacific Railroad lines – and Highway 99 (Ivy Street).

Historically, Front Street was the main commercial street in downtown. At West 7th Avenue and Front Street, a half block was built in 1871 with a hotel, barber shop, and other stores. On the second story was a large opera house and a ballroom. When the block burned in 1915, the land use pattern shifted with the main commercial street facing 6th Avenue and expanding west. Today, West 6th Avenue continues to serve as the downtown area's main street.

The land use pattern of the downtown area was also affected by the construction of Highway 99, which is called Ivy Street through Junction City. Today, most of the commuter and local traffic through and within Junction City occurs at least partially along Ivy Street, spurring commercial development to occur in a linear pattern along the highway. The downtown area has lost some of its prominence as recent commercial development has been concentrated along Ivy Street.

The downtown area contains a myriad of uses. Commercial uses dominate, including restaurants, offices, general service, specialty retail and other retail uses. These uses are concentrated along Ivy Street and West 6th Avenue. The commercial uses along Ivy Street tend to be auto-oriented, while uses within the rest of the downtown core are primarily located in older buildings within a pedestrian-oriented streetscape. This pattern reflects the two different commercial zoning designations, with General Commercial zoning on property that faces Ivy Street, and Central Commercial zoning on the rest of the property in the downtown, and overall traffic patterns. (Map 3, Downtown Study Area – Existing Conditions)

Historic Front Street, c. 1900



Sixth Avenue today





Civic uses are grouped near West 7th Avenue and Greenwood

Other uses within the downtown include residential, industrial, governmental, and a few large religious or charitable organizations. Most of the housing is located north of West 6th Avenue. There is a cluster of governmental uses located at the intersection of West 7th Avenue and Greenwood Street, including City Hall, public works, post office, and the library. South of West 5th Avenue is a small cluster of industrial uses.

Cultural Features

Junction City's downtown includes many cultural features that reflect the community's heritage. The Historical Society operates two museums in single-family dwellings that date back to the 1870s. At West 6th Avenue and Holly Street is the Lee House Museum, which was home to Junction City's first doctor. At Holly and West 4th Avenue the Historical Society has renovated the Pitney House Museum. The Pitney House was home to Mary Pitney, a school teacher and poet who was the granddaughter of pioneers who settled just west of Junction City. The city's first jail was recently moved next to the Pitney House.



Pitney House Museum

In 1960, Junction City began an annual celebration of the Danish population that settled in Junction City. Each summer, residents and visitors attend the festival and enjoy ethnic music, dancing, food, crafts, and the Scandia 10K road run. The festival operates between West 7th Avenue and West 4th Avenue between Ivy Street and Front Street. Founders Park is a main area for Scandinavian Festival events and includes a locomotive that was built in 1904 and came from Finland.

Land Use in Transition Zones

As mentioned earlier, the DAC recognized that the north, south, east and west corridors that lead to and from downtown serve as a gateway to downtown and help form overall impressions of the City of Junction City. (Map 2, Downtown Study Area)

Most of the land uses within Transition Zone 1 (T1) consist of auto-oriented retail uses, such as drive-through restaurants, motels, and other similar uses along Ivy Street. There are also some other general service uses such as medical offices, and car repair shops. There are multi-family housing developments along the west side of the highway. A few vacant parcels and single-family dwellings are located in T1, primarily on the east side of the highway.

In Transition Zone 2 (T2), single-family dwellings line West 6th Avenue. Washburne Park is located between Maple Street and Laurel Street. There is one general service use, one communications use, and one vacant parcel in this area.

Construction was recently completed for a large retail store at West 6th Avenue and Front Street in Transition Zone 3 (T3). This retail use is anticipated to

Junction City Downtown Study Area

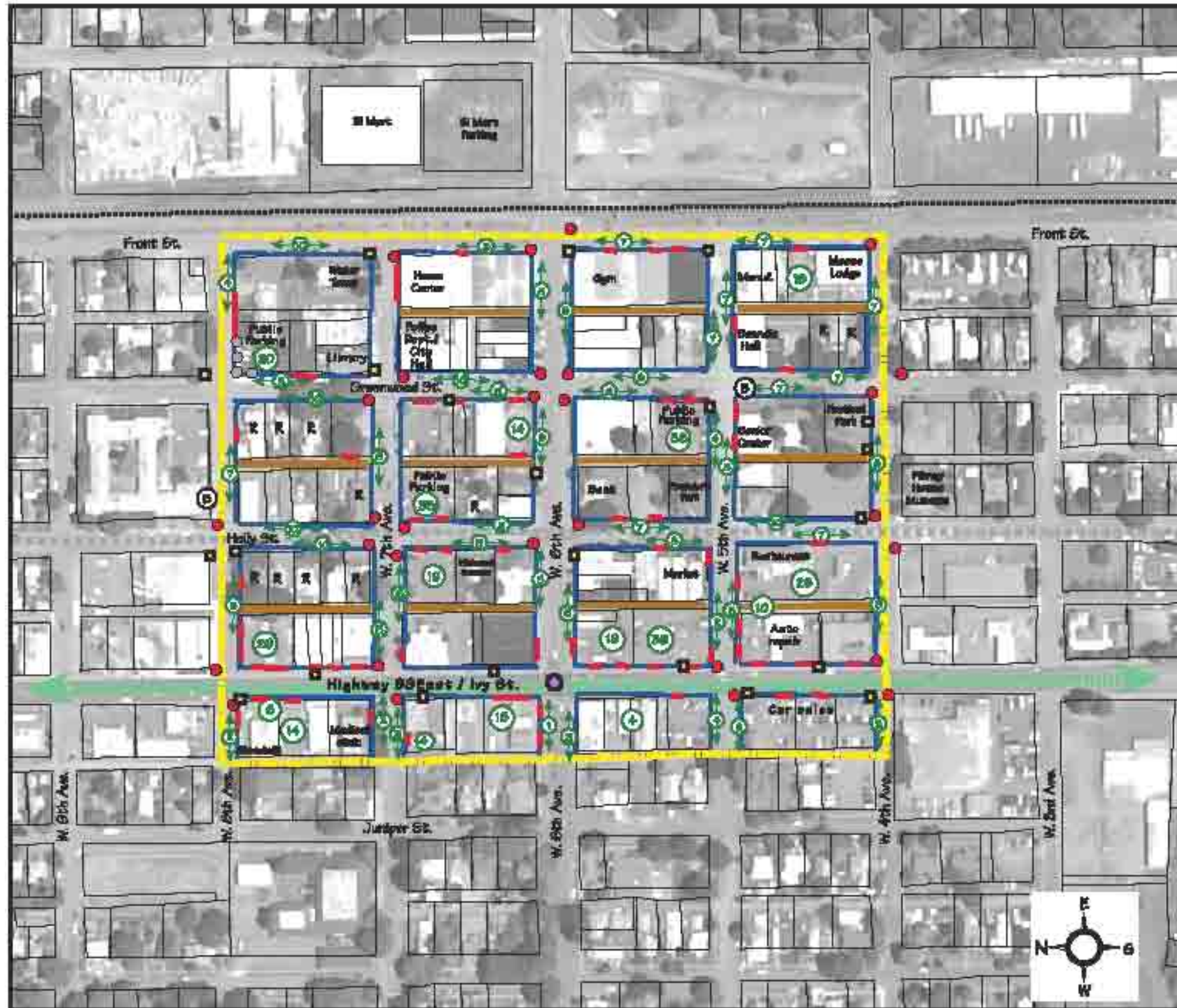
Existing Conditions

Legend

- Tax lot lines
- Study area boundary
- Existing sidewalks
- Existing traffic signal
- Number of parking spaces
- Existing bus stop location
- Railroad
- Existing residential use
- Existing street trees
- Street trees planted 2002
- Curb Cuts/Driveways
- Stop Sign
- Lighting
- Planned major upgrade (Highway 99 East / Ivy Street)
- Paved alley
- Gravel alley

Information current as of July 2002
Aerial photo dated 2000

0 100 200 feet



pull additional traffic through downtown from Ivy Street. The rest of this area includes a large range of uses, including a single-family dwelling, two large wholesale trade uses, industrial uses, religious/charitable uses, and a vacant parcel. In addition, Lyle Day Park is located between Elm Street and Deal Street.

Transition Zone 4 (T4) consists almost exclusively of general retail uses. There is one vacant parcel at the intersection of Ivy Street and West 1st Avenue and an industrial use at Ivy Street and West 3rd Avenue.

Transportation

Road System and Classifications

Oregon State Highway 99 runs through the downtown study area and is named Ivy Street through Junction City. Ivy Street provides north-south circulation and has a high volume of traffic. Much of this traffic consists of pass-through trips, but the facility also services commercial properties within Junction City. The downtown study area east of Ivy Street consists of an interconnected street network or grid.

Sixth Avenue is classified as major collector and provides for east-west circulation. The easiest access to Ivy Street from downtown is from West 6th Avenue. First Avenue, at the southern edge of T4, is classified as a major collector and runs east-west. Holly Street and Front Street are minor collectors and provide north-south circulation. The remainder of the streets in the study area are local streets (TSP Functional Classifications map, Appendix H).

Right-of-Way Widths and Road Conditions

The right-of-way width for West 6th Avenue is 80 feet with a paving width of 52 feet and two 13-foot travel lanes. The right-of-way width for the rest of the streets within the downtown area is 60 feet with a 36 foot paving width and 18-foot travel lanes. All of the roads within the downtown core area are paved with asphaltic concrete.

Roads were classified in categories of poor, fair, good, gravel, and unbuilt in the Junction City TSP, which was adopted in June 2000. Roads classified as being in poor condition are paved roadways and have areas of instability, marked evidence of structural deficiency, large crack patterns, heavy and numerous patches, and/or deformation that is very noticeable. Riding quality ranges from acceptable to poor. Roads that are in fair condition are paved roadways that are generally stable, with minor areas of structural weakness evident. Cracking is easy to detect, but the roads are not patched extensively. Deformation is more pronounced and easily noticed. There is good riding quality on these roads. Roads classified in good condition are stable and have only minor cracking that is hairline and hard to detect. There may be minor patching and some minor deformation. These roads have a very good riding surface (TSP Roadway Conditions map, Appendix H).



*Highway 99
heading south*

Gravel roads have a gravel surface instead of asphalt or concrete. Unbuilt roads are inaccessible, unsurfaced with either pavement or gravel, or altogether absent, but the right-of-way is not vacated.

Within the downtown, the following roads are classified as being in fair condition:

- West 8th Avenue between Holly Street and Front Street
- West 7th Avenue between Ivy Street and Front Street
- West 6th Avenue between Ivy Street and Holly Street
- Front Street from West 9th Avenue to West 6th Avenue
- West 5th Avenue from Greenwood Street to Front Street
- West 8th, West 7th, West 6th, and West 4th Avenues between Ivy Street and Juniper Street

The rest of the roads are classified as being in good condition. There are no roads within the downtown study area that are classified as being in poor condition. There are also no unbuilt, gravel roads, or roads that are currently under construction within the downtown core area. In the transition zones, many of the streets are classified as being in good condition. West 11th Avenue and West 3rd Avenue between Juniper Street and Ivy Street are classified as being in fair condition.

There are no roads classified as being in poor condition within the transition zones. There are unbuilt roads or roads under construction at:

- East 7th Avenue between Elm Street and Deal Street
- East 5th Avenue between an unbuilt section of Elm Street and Deal Street
- Elm Street between West 4th Avenue and West 5th Avenue
- West 17th Avenue, West 15th Avenue, West 14th Avenue, and West 13th Avenue between Ivy Street and the Burlington Northern Railroad tracks

Traffic Volumes and Capacity

Table 1 describes average daily traffic along Ivy Street (Highway 99) within the Junction City city limits. Speed limits on Ivy Street vary from 30 to 45 miles per hour through town.

*Highway 99
commercial uses*



Table 1. Highway 99 (Ivy Street) Average Daily Traffic

Milepost	Segment	Average Daily Traffic (2001)
108.68	0.14 mile north of Oregon Highway 99 East	6,300
108.92	0.10 mile south of Oregon Highway 99 East	14,600
109.24	0.01 mile north of 10 th Avenue on Ivy Street	15,100
109.46	0.01 mile north of 6 th Avenue on Ivy Street	16,800
109.75	0.01 mile north of 1 st Avenue on Ivy Street	17,400
109.86	0.10 mile south of 1 st Avenue on Ivy Street	17,200

Source: ODOT Transportation Volume Tables (August 2002)

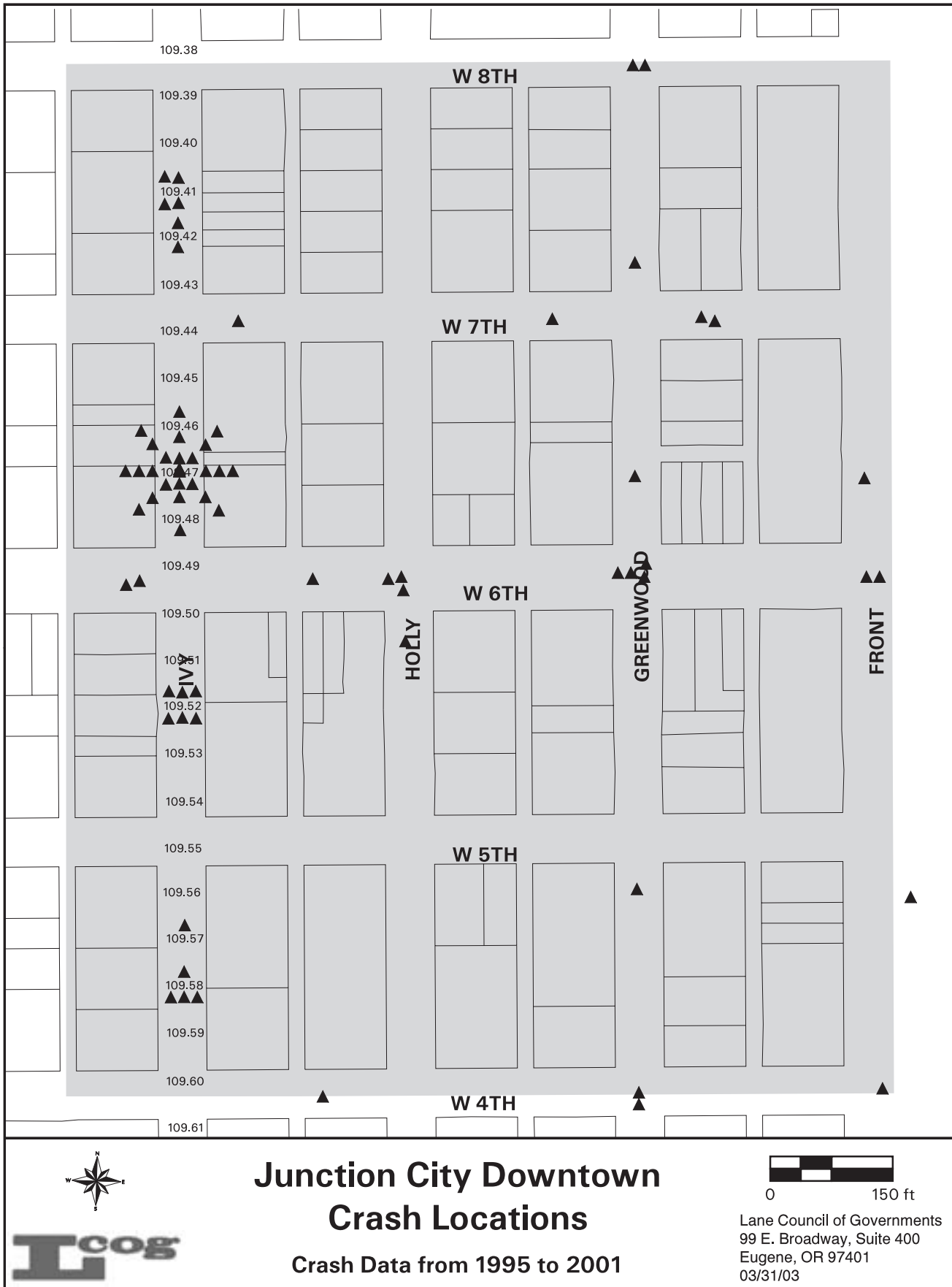
Crashes

Within the downtown area, most crashes occur along Ivy Street. A map of downtown crash locations by milepost follows this section. As a state highway, traffic volumes are significantly higher than city streets. Between 1995 and 2001, the greatest number of crashes occurred between West 7th Avenue and West 6th Avenue along Ivy Street. These crashes were at milepost 109.47. The following is a summary of the driver errors associated with crashes at this milepost:

- Left turn in front of oncoming traffic - Eleven crashes were coded with this error.
- Disregarded traffic signal - Seven crashes were coded with this error.
- Cut corner on curve - Four crashes were coded with this error.
- Did not have right-of-way - Three crashes were coded with this error.
- Failed to avoid stopped or parked vehicle - Three crashes were coded with this error.
- Fail to yield right-of-way to pedestrian - Two crashes were coded with this error.
- One crash was associated with each of the following driver errors—Disregarded stop sign or signal, passing on wrong side, left turn where prohibited.

Aside from the concentrations of crashes that occurred along Ivy Street at mileposts 109.47, 109.41, 109.52, and 109.58, the greatest concentration of crashes in the downtown area is at the intersections of West 6th Avenue and Holly, and West 6th Avenue and Greenwood. The driver errors recorded for the crashes at West 6th Avenue and Holly are: trailer or towed vehicle overturned, other mechanical defect, and column struck. The driver errors recorded for the crashes at West 6th Avenue and Greenwood are: lost load (occurred twice), other mechanical defect (occurred twice), and occupant fell or jumped from moving vehicle. ODOT is currently undertaking a project that includes improvements to Ivy Street. A Highway 99 Preservation Project summary is included as Appendix G. Part of this plan proposes improvements in the downtown area that would be designed to slow traffic and improve driver safety without negatively impacting driver visibility.

MAP 4: Crashes in Junction City



Bicycle System

According to the TSP, there are no bicycle routes or lanes within the downtown study area. Existing routes in the T1 and T2 zones run along West 17th Avenue, Laurel Street, and a portion of West 13th Avenue west of Laurel Street. These routes run along Laurel Park, the municipal pool and Laurel Elementary School (TSP, pages 4-25). There are no bicycle lanes or shoulders along Ivy Street for bicyclists to access businesses in this heavily traveled area, where both traffic volumes and speeds can be relatively high. This is due to narrow road right-of-way and buildings located right up to the sidewalk, making it impossible to widen the entire length of the roadway without moving buildings.

The TSP outlines proposed bicycle routes throughout the city (TSP Bicycle Plan map, Appendix H). A bicycle route is proposed for West 6th Avenue linking the Tequendama area to the east side of Junction City. This route would connect the Junction City High School with Washburne Park; Founders Park, the library, City Hall, and the post office in the study area; and Lyle Day Park. The route would include bicycle route signs and some segments would have bike lanes. The route would cross the railroad tracks at Holly Street and Front Street and those intersections would require improvements.

A proposed bicycle route along West 10th Avenue would run from Oaklea Road to Deal Street, linking the east and west sides of town. This route would run through T1. Several proposed routes would run along the boundaries of transition zones. One proposed route would run along West 1st Avenue from River Road to High Pass Road (T4).

The Junction City TSP also outlines other bicycle system projects including the development of a bike system map, a public information/educational effort through Public Safety and the Parks and Recreation Departments, and an ordinance requiring bicycle parking. The ordinance requiring bicycle parking was adopted in 2002. This ordinance requires one bicycle parking space per unit in new multi-family developments. While new multi-family development is limited downtown, second story and multi-family uses are allowed outright in the Central Commercial zoning district. The ordinance also requires one bicycle parking space per seven vehicle parking spaces in new retail, office, and institutional developments and at transit transfer stations and park-and-ride lots.

Bicycle parking is available at the library within the study area, Bailey Park and the municipal pool. According to the TSP, the city will seek to install adequate bicycle parking facilities at all of its park sites.

Pedestrian System

Most of the roads in the study area have full sidewalks on both sides of the street. A full sidewalk is defined as full, unobstructed, and unbroken sidewalks present on both sides of the roadway. The area between Front Street and West



Cyclists ride on the sidewalks in downtown Junction City



A bicycle rider during the annual Pet and Costume parade

5th Avenue and between Ivy Street (Highway 99) and Holly Street has only partial sidewalks. A partial sidewalk is defined as having sidewalks present, but partial (obstructed or broken on either side and/or missing on one side). Nearly all of the roads have ramps that are compliant with the federal Americans with Disabilities Act (ADA) (TSP Sidewalk Conditions map, Appendix H).



Ramps make walking downtown easier for pedestrians.

In T1 and T4, there are full sidewalks along Ivy Street, except for the area between West 2nd Avenue and West 3rd Avenue, which has partial sidewalks. Along West 6th Avenue (T2 and T3), there are full sidewalks from Maple Street to Ivy Street and from Front Street to Elm Street (Appendix J, Junction City Parking and Pedestrian Amenity Inventory). Pedestrian improvements to Ivy Street will include new curbs, sidewalks and accessible ramps at all intersection corners.

In general, there are more pedestrian amenities, such as parks, benches, and street trees within the downtown study area than in transition zones.

Parking

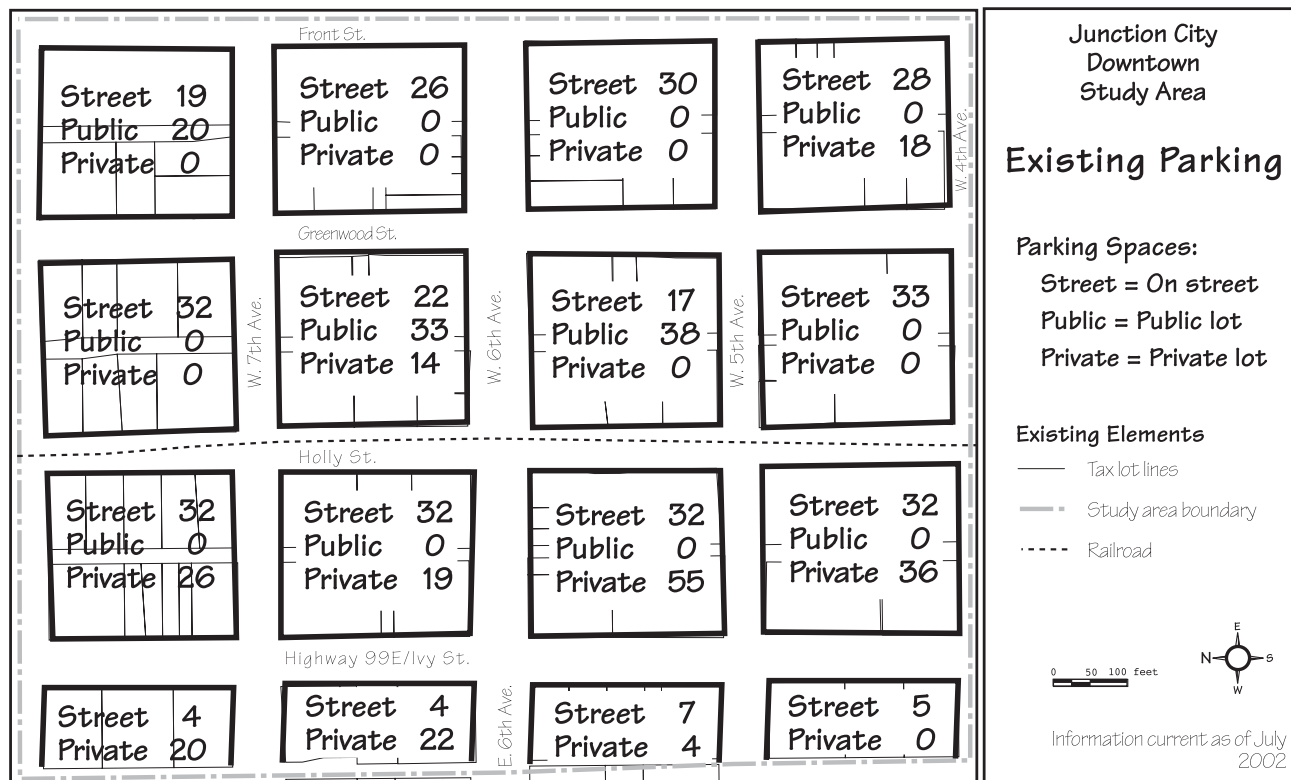
There are over 300 marked and unmarked on-street parking spaces throughout the downtown area (Appendix J, Junction City Parking and Pedestrian Amenity Inventory). On-street parking and city parking lots are adequate to serve the community. These parking spaces are unmetered and there are only a few spaces with restrictions, such as the parking spaces that are limited to 12-minute stops in front of City Hall and the post office.

There are also a large number of off-street parking spaces in conjunction with both private and public uses. The City of Junction City operates parking lots at the northwest corner of West 5th Avenue and Greenwood and at West 7th

Avenue and Holly. There is also off-street parking next to the library at the southeast corner of West 8th Avenue and Greenwood. Most of the off-street parking lots are paved except for two gravel lots. There are seven ADA spaces throughout these off-street parking lots.

City parking lot at West 5th Avenue and Greenwood





As mentioned earlier, on-street parking and city parking lots are adequate to serve the community. However, some of the public off-street parking lots are difficult for visitors to find. There are no highly visible signs along major routes showing where public off-street parking is available.

*Table 2. Downtown Parking Summary
June 2002*

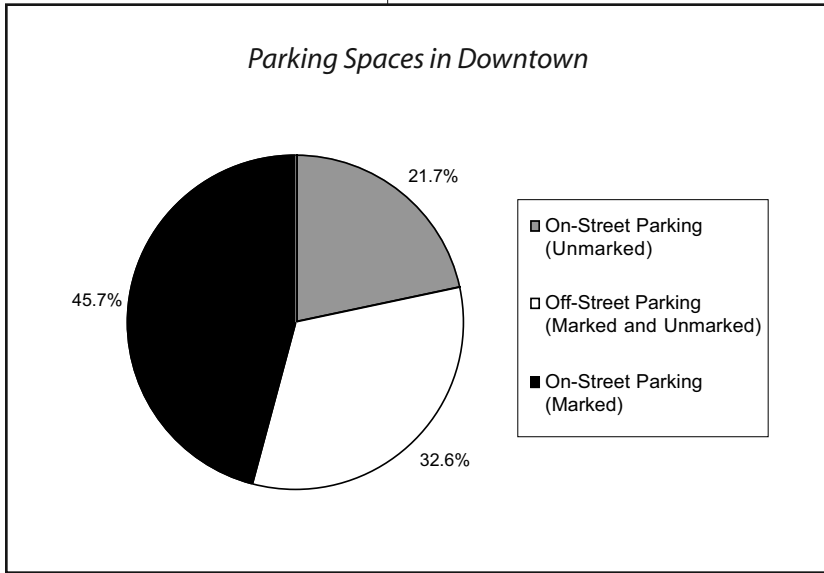
Type of Parking Space	Number	In Use During Parking Space Count (Peak Hours)
On-street spaces (marked)	125	54
On-street spaces (ADA)	1	1
On-street spaces (unmarked)	189*	46
Off-street private and public parking (not including ADA)	265***	N/A**
Off-street (ADA)	7	N/A**
Total	587	101

* Approximation of number of unmarked parking spaces

** Data not available

*** Does not include lots between West 8th Avenue and West 7th Avenue and Greenwood and Holly; off-street parking between West 8th Avenue and West 7th Avenue and Holly and Ivy; or the 12-minute zones in front of City Hall and the post office.

The following chart shows the proportion of on-street and off-street parking spaces in downtown Junction City. There are nearly as many off-street parking spaces as on-street parking spaces.



The off-street parking requirements in the Junction City Zoning Ordinance are based on proposed land use. One parking space per 200 feet of floor area is required for the development of a retail store. Development of a service or repair shop results in a requirement for one parking space per 600 feet of floor area and a bank or office has parking requirements of one parking space per 333 square feet.

In the portion of the downtown study that is zoned General Commercial, future parking needs were roughly calculated. The calculation

does not include the potential development of surface parking lots. A set of general assumptions were used, that the land would be developed with retail uses and that the lot coverage would be 40 percent. Under this development scenario 314 off-street parking spaces would be required.

Table 3. Projected Future Parking Requirements on General Commercial-Zoned Land

Current Use	Size	Assumed Parking Requirement	Assumed Lot Coverage	Off-Street Parking Spaces Required
Vacant	0.23 acres	1 per 200 sq. ft.	40%	200
Commercial/Industrial with low land value	1.31 acres	1 per 200 sq. ft.	40%	114
				Total: 314

The Junction City Zoning Code does not require a developer to provide off-street parking in the Central Commercial area (bounded by West 5th Avenue to the south, West 8th Avenue to the north, Front Street to the east, and the alley between Ivy Street and Holly Street to the west). This leaves the area between West 4th Avenue and West 5th Avenue, which continues to have off-street parking requirements.

The Junction City Comprehensive Plan states: “It is a policy of this plan for the city to consider on an individual basis the request by new businesses locating within the CBD (Central Business District) for a reduction in the amount of off-street parking required by the zoning ordinance.” Therefore, even in the downtown area between 4th and 5th Avenue, the city may consider a reduction in off-street parking requirements.

With the absence of off-street parking requirements in most of downtown, and the potential for reduction of parking spaces in the southern portion, parking requirements are not considered a significant limitation to development or redevelopment potential in these areas. Even redevelopment of private parking lots to higher intensity uses would not significantly affect parking availability. There is a relatively high number of both on-street parking and public off-street parking lots to serve parking needs associated with central and general commercial uses.

The different parking requirements for the property along Ivy Street (Highway 99), zoned General Commercial, results in a substantially different character than land within the downtown area zoned Central Commercial. There are more auto-oriented uses along Ivy Street than within the rest of the downtown core.

Access Management

Access management is based on balancing access to developed land while ensuring movement of traffic in a safe and efficient manner. Access management techniques are used to manage entrances and exits and related turning movements onto and off roads and highways, as well as design criteria and standards necessary to preserve the operational capacity, speed and safety of the roadway.

The downtown area, like most downtowns, consists of a series of walkable small blocks within an interconnected street system. Road frontage along all parcels in this area is currently available and access is not a problem. Pedestrian access from parking areas to property entrances can be addressed through design standards or code amendments.

The City of Junction City recently adopted new standards for access management. A review of proposed accesses is required whenever there is a proposal for a new or modified access. The standards include spacing requirements to limit the number of accesses according to the type of street that the development abuts. In addition, there are provisions for joint and cross access of properties and shared parking.

Unrestricted access points along Ivy Street have proven to be problematic for local pedestrian, bicycle and auto circulation and through traffic using the state facility. The largest number of crashes within the downtown area have occurred along Ivy Street. The large volume of traffic entering and exiting can be a significant contributing factor in these accidents. At the time of this report, ODOT is planning to reconstruct much of this facility and the number of existing accesses may be modified for a safer facility.

Public Transit and Inter-City Passenger Bus

Lane Transit District Bus #95 Junction City and #95X Junction City Express serve the community. Both bus lines operate on weekdays, and the #95 operates on Saturdays. Both transit lines run through the downtown area along



Business access in downtown Junction City



Passengers wait for the bus in Junction City

Greenwood from West 10th Avenue to West 3rd Avenue. The transit lines also run adjacent to transition zones along West 1st Avenue and along Maple Street from West 1st Avenue to West 10th Avenue. Bus #95 runs along Deal Street, which is adjacent to a transition area; the express bus does not run along this street. Both lines provide service to downtown Eugene through River Road-Santa Clara.

Within the downtown area, there is a bus shelter on the west side of Greenwood Street and south of West 5th Avenue at the Viking Sal Senior Center. Just outside of the downtown area there is a bus shelter on the north side of West 8th Avenue and east of Holly Street at Lindeborg Place (a housing development). There is a bus stop on Maple Street at West 6th Avenue near to a transition area. There are no park and ride locations in Junction City; however, there is free parking in the downtown area.

There are two paratransit services that are available to elderly and disabled residents. RideSource Escort is a volunteer-based door-to-door service primary for medical trips. RideSource Shopper is a once a-week shopping service where residents are taken once a week to a local store. Neither of these services is specific to the downtown area.

Inter-city Greyhound bus service used to be available along Highway 99, but was discontinued two years ago. Greyhound Lines offers inter-city service from Eugene to larger cities within the state and beyond. The station for the metropolitan region is located in downtown Eugene.



Railroad tracks along Holly Street

Rail

Effective January 2003, four trains per day will use the Junction City railroad tracks on Holly Street. The trackage, known historically as the Oregon Electric Line and currently owned by Burlington Northern/Santa Fe Railroad, has been leased to a Portland-based “short line.” The Portland & Western Railroad, which previously came south to the Salem area on the Burlington Northern trackage, has extended its reach to Eugene, where Burlington’s Oregon Electric track ends.¹

Although rail lines run through the downtown area, there are no rail passenger services that stop in Junction City. The Eugene Station in downtown Eugene

provides the nearest passenger rail service, with Amtrak routes running north and south. This service includes Amtrak’s Coast Starlight train, which has stops in Seattle, Portland, Salem, Albany, Eugene, as well as connections to Chemult, Klamath Falls, and points south all the way to Los Angeles.

Air

Air service for passengers and freight is available at the nearby Eugene Mahlon-Sweet Airport, located south of Junction City in northwest Eugene. This airport provides regularly scheduled service to national destinations with connection to nearby international airports in Portland, San Francisco, and other cities.

¹ *Tri-County News*, January 2, 2003

Future Needs

The future success of downtown Junction City is based on many things: development patterns, existing land uses, overall transportation structure, and opportunities for redevelopment. The following section identifies redevelopment potential and issues the DAC thought should be addressed.

Development/Redevelopment Potential

City-wide Population and Employment Projections

Population and employment projections for Junction City to the year 2020 were reviewed to better understand population and employment growth and its relationship to land use and transportation needs for downtown. Projections were also reviewed to ensure that they are coordinated with Lane County's allocation for Junction City and consistent with the overall control total for the county.

In 2001, the Junction City City Council adopted a new appendix to the Junction City Comprehensive Plan. It consists of a revised land need analysis and buildable lands study for Junction City, including population projections to the year 2020 that are based on projections from the Junction City TSP, which was coordinated with Lane County.



The following projections are from Appendix C of the Comprehensive Plan:

- The Year 2020 population projection is 8,130. This represents an annual average growth rate of 1.9 percent. The Milliron Prison is projected to increase this population figure by 230, for a total Year 2020 population of 8,360.
- The Year 2020 employment projection is for 3,296 new jobs within the UGB.

Population and traffic are likely to increase over the next twenty years.

Based on the projections, the Land Needs Assessment and Buildable Land Study concluded the following:

- Based on recent development trends, there is need for about 1,578 new dwelling units between 1998 and 2020. Junction City has a deficit of about 135 gross acres of buildable residential land within its 1999 UGB.
- The Junction City UGB has a 35-acre deficit of buildable commercial land, and a 371-acre surplus of industrial land.

A Plan Amendment (Oaklea Plan Amendment adopted by Ordinance 1094, 2001) changed the supply of residential and employment lands. The amendment resulted in a deficit of slightly over 34 acres of commercial/office land and a surplus of about 187 acres of industrial land. An additional plan amendment in 2002 (Bi-Mart) resulted in a change of approximately 4 acres of land from industrial to commercial designation and zoning. These Plan Amendments were coordinated with Lane County and DLCD.



Students developing marketable computer skills

Future trends were identified in the Land Needs Assessment and Buildable Lands Study in order to inform employment projections. One of these trends is the shift from goods-producing or manufacturing employment to service-based employment. This trend is anticipated to effect demand for the types of land that are developed in the future, in turn effecting downtown.

Based on a look at city-wide population and employment projections the following issues were identified:

- City-wide there is a need for additional commercial/office land in Junction City.
- Future trends indicate that there will continue to be increasing demand for land uses to accommodate service-based employment rather than goods-producing or manufacturing employment.

In order to provide further information on land use and transportation issues based on population and employment projections specific to the downtown area, a development/redevelopment analysis was done. This analysis helps to identify existing and future issues based on the potential for new development in the downtown.

Downtown Development/Redevelopment Potential Analysis

The downtown study area is 29.4 acres in size. Most of the lots downtown are relatively small, ranging in size from less than 2,000 square feet with a small number of lots exceeding 25,000 square feet. Many of the larger lots are located along Front Avenue.

Pedestrians walk to businesses in the downtown area.



Generally, commercial uses dominate downtown and are concentrated along Ivy Street and along West 6th Avenue. The commercial uses along Ivy Street tend to be auto-oriented, while uses within the rest of the downtown core are primarily located in older buildings within a pedestrian-oriented streetscape. This pattern reflects the two different commercial zoning designations, with General Commercial zoning on property that faces Ivy Street, and Central Commercial zoning on the rest of the property in the downtown, and overall traffic patterns (Map 3, Existing Conditions).

Nearly half of the land in the downtown area consists of streets and alleys. There is also a substantial amount of commercial development (32%), with some residential (8%), and a significant number of other land uses (13%) including industrial, recreational, utilities, government and charitable/religious land uses. Only about 2% of the downtown area is vacant.

Table 4. Number of Acres by Land Use in the Downtown Study Area

Land Use Category	Acres*
Trade – Retail	6.7
Services – General	2.5
Trade – Wholesale	0.1
Total Commercial	9.3
Single-Family Residential	2.0
Duplexes	0.1
Multi-Family Residential	0.1
Group Quarters	0.2
Total Residential	2.4
Government	1.7
Recreation	0.1
Charitable/Religious	1.0
Industrial	0.8
Utilities	0.2
Total Other Development	3.8
Vacant	0.6
Total of Taxlotted Area	16
Total Acreage of Study Area	29.4
Non-Taxlotted Acreage in the Study Area (Acreage in Streets and Alleys	13.3

* Some numbers may not add up due to rounding.

Land with Redevelopment Potential

There are only four undeveloped lots within the downtown area. These lots are small, ranging from 0.06 to 0.34 acres. Some of the private parking lots in the area may also provide development potential for commercial development. There are 1.7 acres of parking lots identified on Map 5, Redevelopment Potential in Downtown Junction City. However, it is unlikely that the city operated parking lots at the corner of West 5th Avenue and Greenwood or West 7th Avenue and Holly or the off-street parking spaces next to the library will be developed with other uses. Private parking lots could provide redevelopment opportunities since there is already adequate parking. Single-family residences on large lots could be redeveloped with higher intensity uses such mixed use, accessory dwelling units, multi-family or attached housing, or adding a home occupation.



Vacant lot in downtown Junction city

Some land within the downtown could be considered for redevelopment due to low improvement values (values of the structure on the lot). However, this is only one indicator of redevelopment potential. Those lots along busier streets are more likely to redevelop with commercial uses due to better visibility.

Table 5: Developed Land Designated for Commercial Uses, Where Improved Value is Less Than Land Value, or Where Improved Value Per Acre is Less Than or Equal to \$100,000 (by Acres)

Existing Commercial and Industrial Land	2.2 acres
Existing Public and Other Land Uses	1.7 acres
Currently in Residential Use but Designated for Commercial Use	0.1 acres

Issues

As a group, the DAC identified issues that were of interest and concern:

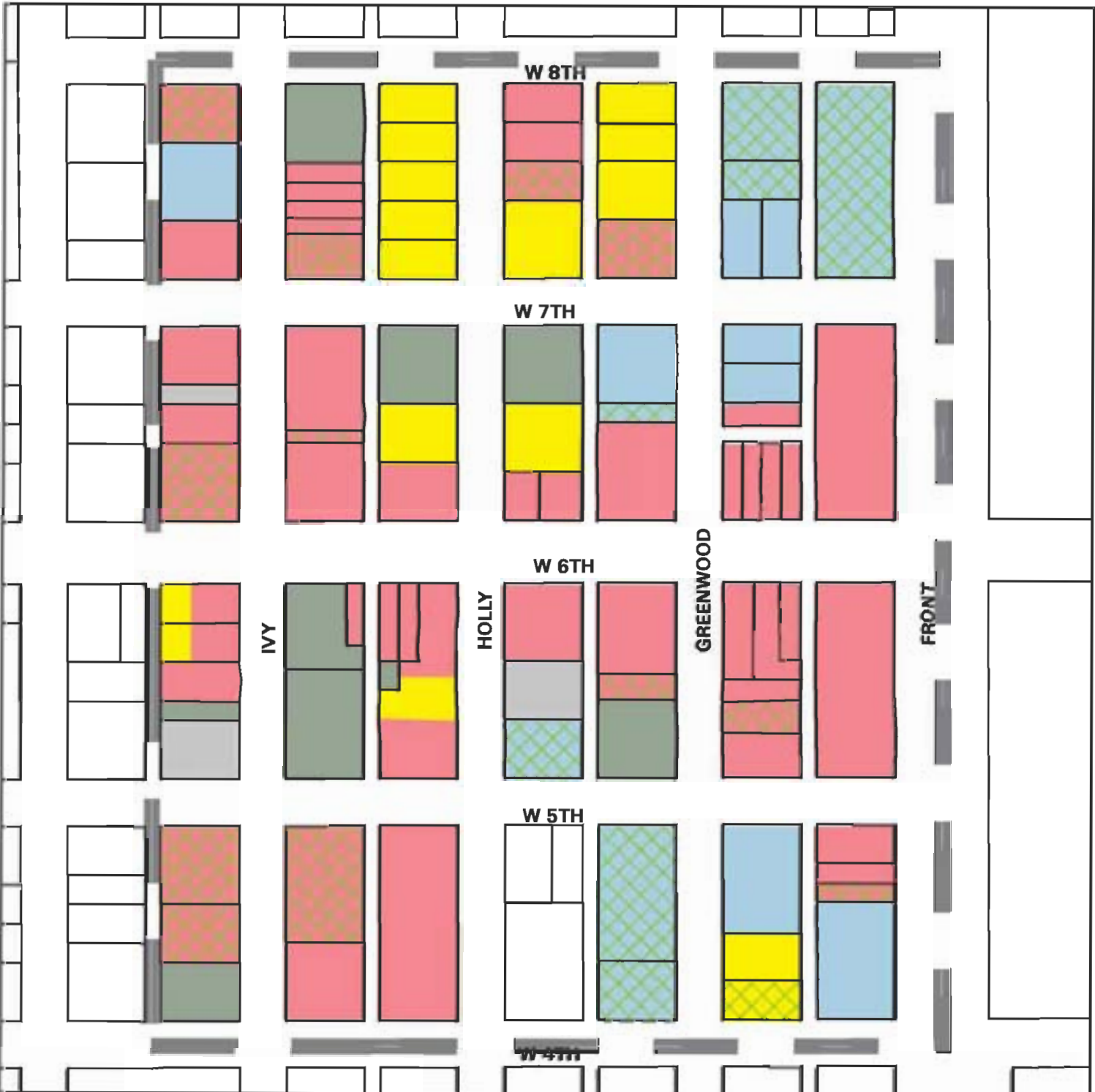
- Want to improve downtown’s character, aesthetics, style, uniformity.
- Want attractive landscaping, lighting and signage.
- Want unique restaurants and stores.
- Want consistency in architecture.
- Want buildings to be maintained. Often, absentee landlords don’t do this.
- Want pedestrian crossings, specifically at West 6th Avenue and Greenwood.
- Want street furniture, including regularly spaced seating for pedestrians.
- Want quality buildings, including residential, that look historic. These buildings may be market driven, such as a residential/commercial mix instead of just residential.
- There should be a planned format for modernizing infrastructure.
- There is very little vacant land available downtown.
- Want to be a destination for Junction City and Eugene-Springfield area residents.
- Right now there is nothing to do in evenings or on weekends since stores are closed.
- Want access from side streets.
- Want less traffic through downtown at evening rush hour.

Summary

Although there is little vacant land available downtown, the redevelopment of private surface parking lots, intensification of downtown buildings, and conversion of some single-family dwellings to mixed use create significant opportunities for revitalization downtown. With the downtown’s central location and multi-story buildings, it is an excellent location for commercial and office uses. Given these positive attributes, the city should reinforce downtown as the primary location for the additional commercial/office land needed in Junction City.

Future trends indicate that there will continue to be demand for land uses that accommodate service-based employment rather than goods producing or manufacturing employment. Examples of service uses include employment agencies, computer processing and data preparation, management services, engineering services and advertising agencies. Downtown is well-suited for service-based employment because of its central location, proximity to civic uses, existing infrastructure and systematic upgrades to this infrastructure, and daytime vitality. Having more employees downtown sets off a positive cycle of more people and more services.

The Objectives and Strategies that follow this section strive to respond to these needs and the issues identified by the DAC during the planning process. They chart out a consistent course of action, provide a target towards which the city can strive, and provide a basis from which the city can seek funding.



Redevelopment Potential in Downtown Junction City

- Commercial & Industrial Use
- Public and Other Use
- Undeveloped
- Parking
- In Residential Use but Plan-Designated for Commercial Use
- Developed Land Designated for Commercial Use, where Improved Value is less than Land Value, or where Improved Value per Acre is less than or equal to \$100,000



Lane Council of Governments
 99 E. Broadway, Suite 400
 Eugene, OR 97401
 03/27/03



Downtown Visual Preference Survey Results Summary

A visual preference survey was presented at a Junction City open house on September 12, 2002. About 30 people attended, including downtown advisory committee members, business and property owners, city staff and interested residents. The open house was publicized with mailings to downtown business and property owners, on KLCC radio, in the Junction City chamber of commerce newsletter, with fliers posted at city hall and downtown businesses, phone calls to downtown businesses, and news releases. A total of 40 images were shown and the attendees rated each image individually on a scale ranging from very negative to very positive in the context of downtown Junction City. The scores were then tallied during the meeting and each image was reviewed once again, this time knowing what the overall group score had been. As each image was shown for the second time, the participants listed what they like and disliked about that particular image and this was recorded on flip charts. A summary of the results follows, sorted by general categories.

Workshop attendees also broke into two groups and walked around downtown to take Polaroid pictures of what they liked and disliked about downtown. After the groups returned, a member from each group described the photo and why the group liked or disliked it. This information was recorded on a flip chart and included in the following summary noted with an asterisk (*).



Downtown workshop participants taking photos of "likes" and "dislikes" in the downtown



Image receiving positive Visual Preference Survey rating

Transportation

Like

- Bicycle parking
- Brick, brick inlay detailing and exposed aggregate sidewalks
- Clean, well-maintained streets and sidewalks
- Curb extensions
- Narrow streets
- Parking behind buildings
- Planted medians
- Well-defined parking
- Wide sidewalks



Image receiving negative Visual Preference Survey rating

Dislike

- Conflict between parked cars and pedestrians
- No bicycle lanes or bicycle parking
- Parking in front of buildings
- Poor road conditions
- Tacky curb painting
- Through traffic
- Too many curb cuts
- Too much traffic
- Unpaved, gravel alleys*
- Unsafe access for cars and pedestrians

Land Use

Like

- Architectural detailing
- Awnings
- Buildings that look inviting, such as the Pitney House museum*
- Clean, well-maintained buildings
- Corner building entries on corner lots
- Diverse buildings that blend together
- Future amphitheater/stage*
- Historic buildings that have been restored, such as the Depot restaurant*
- Large storefront windows
- Nice lighting on buildings
- Nicely painted buildings—fresh paint, attractive colors
- Pedestrian-scaled awnings
- Small, attractive signs (blade signs)
- Underground utilities
- Windows that don't go all the way to the ground

Dislike

- Aluminum siding*
- Chain link fencing
- Cheap looking signage
- Dirty, rundown buildings
- Ill-maintained or not cared for buildings
- Neon signs*
- Single-story buildings
- Signs that detract or distract
- Stark, large, blank building walls
- Overhead utility poles
- Unused/unintended vacant lots*
- Vacant buildings, such as the Montage*
- Visual clutter—too many signs



*Positive rated image
(Hood River, Oregon)*



*Positive rated image
(White Bear Lake, Minn)*



*Positive rated image
(Coburg, Oregon)*



*Image receiving negative Visual
Preference Survey rating*



Positive rated image
(Ashland, Oregon)



Positive rated image



Positive rated image
(Albany, Oregon)



Image receiving negative Visual Preference Survey rating

Amenities

Like

- Banners
- Bicycle parking
- Colorful landscaping and flowers
- Decorative trash receptacles
- Fountains
- Hanging baskets
- Historic markers/features such as the horse ties and buggy guards*
- Mature street trees
- Murals and creative art*
- Old fashioned, ornamental street lights
- Outside seating
- Planters
- Pocket parks
- Tree grates/wells*
- Water tower*
- Urban parks/pocket parks*

Dislike

- Broken planters*
- Garbage*
- Signage that is not maintained
- Utility poles and lines

** Items identified by Junction City open house attendees during an inventory of downtown.*

Downtown Plan Objectives and Strategies

The following objectives and strategies reflect visual preference survey and Polaroid photo exercise results, issues identified by the Downtown Advisory Committee, and adopted Comprehensive Plan and adopted TSP policies and goals. These objectives and strategies also respond to the downtown issues and themes identified during the planning process and strive to implement the vision developed by the downtown advisory committee.

The objectives and strategies may never be achieved in their entirety, but chart out a consistent course of action, provide a target towards which the city can strive, and provide a basis from which the city can seek funding.

The DAC created the following vision for Junction City's downtown to provide a framework for the area's future development:

Downtown Junction City Vision Statement

Downtown Junction City will offer an inviting place to work, gather, and shop for everyday needs and unique items. Pedestrians and bicyclists will encounter neighborhood parks, landscaping, lighting, and outdoor seating throughout the downtown area. Attractive signs and markers will identify historic structures, local amenities, and ample public parking. Coordinated amenities will unify the downtown area and mark it as a distinctive place. The big heart of our small town, downtown Junction City's friendly character and attractive, rural atmosphere will appeal to residents and visitors alike.

To ensure that this vision can be met over time, the DAC prepared a list of objectives to serve as markers of progress in the desired direction. To implement each objective, the committee developed specific strategies that will guide proposals for future code and plan amendments. If each objective is like a destination, then its associated strategies provide the detailed route to getting there.

Objectives and Strategies

Transportation

Objective 1. Improve automobile, bicycle and pedestrian access and safety throughout downtown and provide a comfortable environment for pedestrians and bicyclists.

Strategies:

1. Construct colored crosswalks at intersections along West 6th Avenue, at public parking lots and city offices to destinations such as the Senior Center, Scandia Hall, library, post office, etc. to improve visibility.
2. Construct curb extensions at key intersections, including West 6th Avenue and Greenwood Street, to reduce crossing distances and calm traffic.

Curb extensions narrow crossing distances

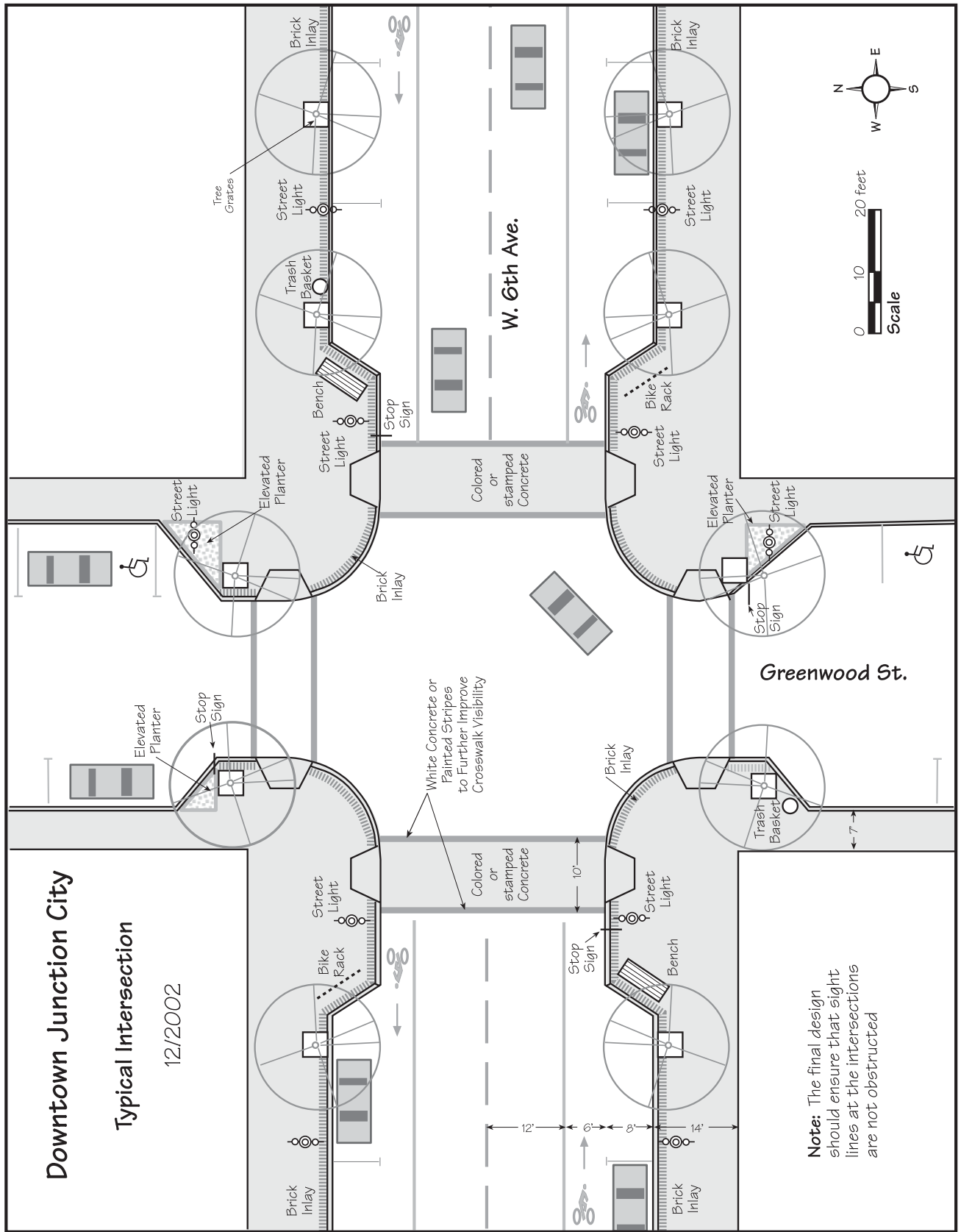


3. Consider a landscaped median along West 6th Avenue to improve street appearance and calm traffic.¹
4. Stripe bicycle lanes along West 6th Avenue.
5. If possible, widen sidewalks along West 6th Avenue to create more usable pedestrian space.
6. Continue to coordinate with ODOT on Highway 99 improvements.



An attractive landscaped median

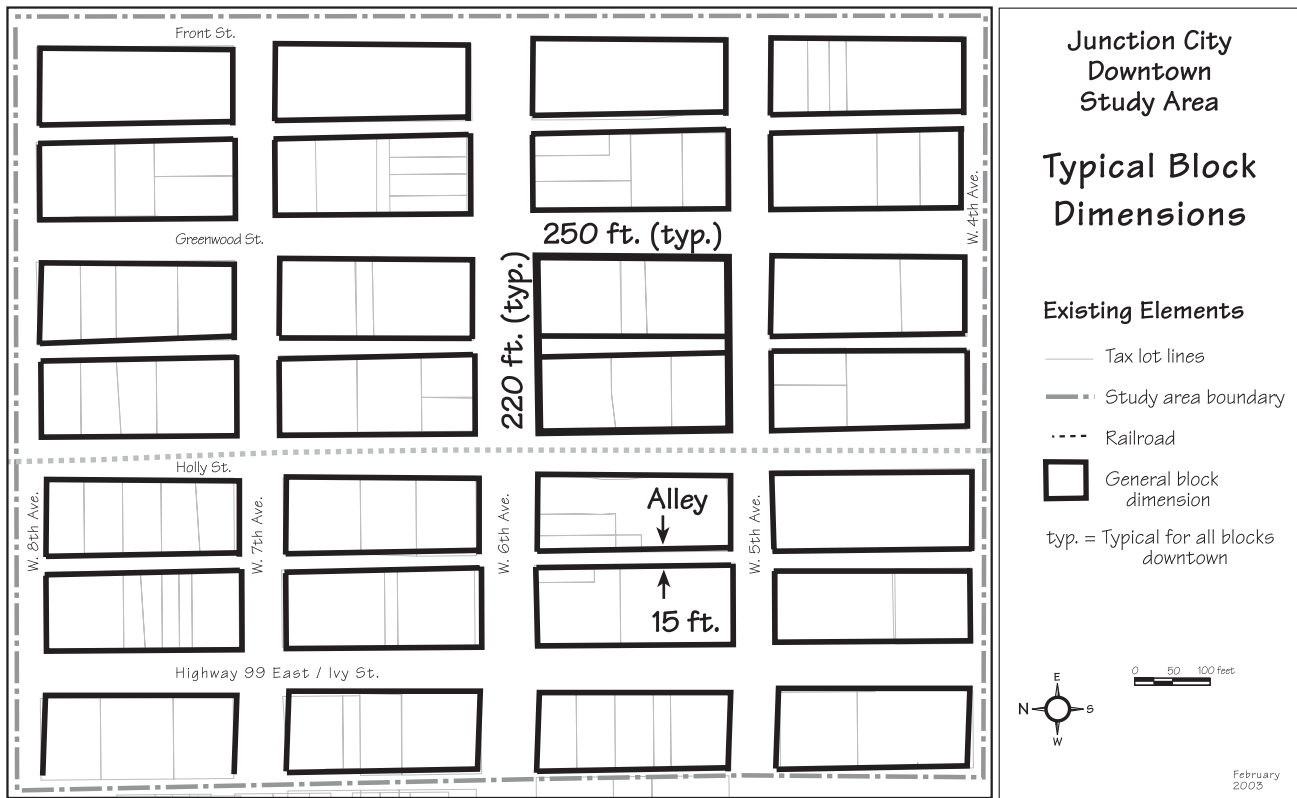
¹The Downtown Advisory Committee later decided against this strategy when reviewed as a proposed addition to the current Comprehensive Plan.



Objective 2. Maintain small blocks and interconnected streets.

Strategy:

7. Maintain the small block length in the Central Commercial zoning district.²



Land Use

Objective 1. Ensure that future downtown development is of high quality and follows basic downtown design principles (new regulation should be written in a way that does not discourage future investment downtown). New and existing architecture should be consistent and reflect a central theme.

Strategy:

1. Incorporate design guidelines and standards for the Central Commercial zone into the Junction City zoning ordinance. The proposed design guidelines and standards are listed below and have been broken into the general categories of **Building Orientation, Building Architecture, Amenities, Parking, and Signage**. These guidelines and standards will also serve as a guide for future downtown facade, signage, and other building improvements. Phasing of improvements shall be allowed.

²Due to the existing street grid in the downtown area, and the lack of specific block length in the Zoning Ordinance, no language pertaining to short block lengths was added to the Zoning Ordinance. Block length was addressed in the Comprehensive Plan.

A. Building Orientation

Intent: To create streets that are attractive to pedestrians, create a sense of enclosure, and provide activity and interest along the street edge of the building.

- (1) New buildings shall have minimal front and side yard setbacks and shall be oriented toward the major street front. The primary entrance should be located on the street, not the parking lot. If this building orientation is not achievable due to site constraints, a variance may be granted by the planning commission allowing other alternatives.



Small setbacks help move buildings close to the street, encouraging window shopping and walking downtown.

- (2) The entrances of buildings on corner lots shall be oriented to the primary street.
- (3) Buildings on corner lots are more visible than mid-block buildings and therefore can be very influential to the character of the street. Use of corner lots for parking is discouraged and buildings on corner lots are encouraged to be at least two stories in height, helping to anchor the street.
- (4) Ground floor spaces should be used for retail and commercial uses, while the upper floors of a building may be commercial or residential.



Corner entries and corner buildings offer unique opportunities because of their visibility and access from two streets.



Mill Street Square in Coburg includes upper floor residential and ground floor commercial.

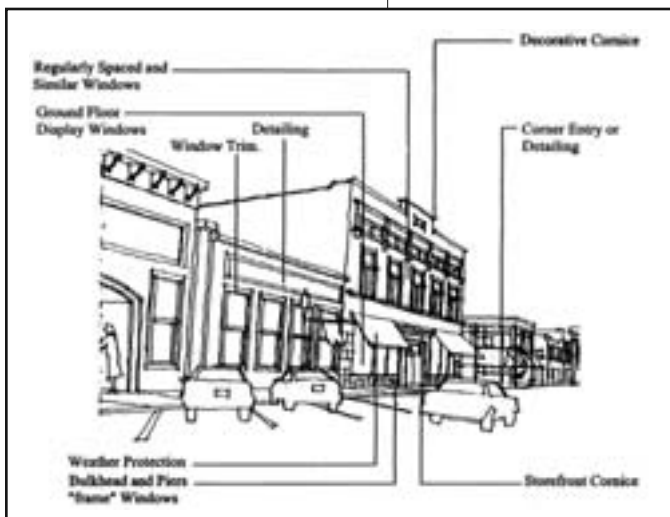
- (5) Yard Regulations:
 - Front Yard Setback: Minimum: 0 feet; Maximum: 5 feet
 - Rear Yard Setback: None
 - Street Facing Side Yard Setback: Minimum: 0 feet; Maximum: 5 feet
 - Side Yard Setback: None, except that buildings shall conform to the vision clearance standards in the Junction City zoning ordinance.
- (6) Allowed Extensions into the Public Right-of-Way: Eaves, second story bay windows, cornices, canopies, pergolas, and similar architectural features may encroach into setbacks by no more than five feet, subject to compliance with applicable standards of the Uniform Building Code and Uniform Fire Code.
- (7) Maximum Building Height: Three stories or 35 feet.
- (8) Maximum Lot Coverage: 100 percent lot coverage is permitted, except where compliance with other sections of the zoning ordinance preclude this.
- (9) Corner parking lot landscaping shall be 50 percent greater than what is required for other parking lots. Landscaping shall be located between the parking lot and the street.

B. Building Architecture

Intent: To create high-quality, visually interesting buildings within Junction City's downtown of a character that typifies its small town atmosphere.

Blank walls and utilitarian structures are not interesting, do not reflect the historic nature of downtown Junction City, and do not promote civic pride, and therefore should be avoided.

- (1) All new buildings shall provide architectural relief and interest, especially on facades facing a public street, with emphasis at building entrances and along sidewalks, to promote and enhance a comfortable pedestrian scale and orientation. Blank walls shall be avoided.
- (2) If blank walls are required for structural reasons, any walls visible from public streets shall include a combination of architectural elements and features such as offsets, entry treatments, a pattern of varied materials and colors, decorative murals, division into bays, etc.



Proposed architectural detailing



This mural celebrates Junction City's Scandinavian history

(3) Buildings shall include design elements such as large, regularly spaced and similarly shaped windows with window trim. Windows shall cover between 50 to 80 percent of the ground floor facade area on the building side facing the public street with the main entrance. Windows shall begin 18 to 30 inches above the sidewalk rather than continue down to street level. Second story windows shall continue the vertical and horizontal character of the ground level windows.

(4) Transom or clerestory windows are encouraged above building entrances.

(5) Buildings with flat roofs shall include a decorative cornice or decorative moldings at the top. Buildings with a pitched roof shall include eaves.

(6) Building materials and paint colors should be compatible with the surrounding area and can include masonry, tile, stucco, split face (decorative) concrete block, or wood. Buildings made of unadorned poured or tilt-up concrete or metal siding are not allowed. Neon and fluorescent paint colors will detract from the welcoming tone of the downtown area and, for that reason, will not be allowed.

(7) Awnings and overhangs serve a variety of functional purposes. They provide a decorative feature for a business, shade and shelter for pedestrians, act as energy savers by regulating sunlight, and provide a place for signage. New and remodeled buildings, especially those facing West 6th Avenue, may include overhangs or awnings projecting a minimum of four feet and a maximum of eight feet over a sidewalk or other pedestrian space. The design, materials, and colors of these features shall complement the architecture of the building. New lighted, plastic, or bubble awnings are not allowed.

(8) Consider requiring site review for all new development and major exterior remodels.



Broadway Place in Eugene, built in 1999, includes transom windows above building entries and large, regularly spaced windows



Awnings provide shade and shelter for pedestrians while adding unique character to a building

C. Amenities

Intent: To create a unified downtown that has a sense of place and reflects the small town atmosphere and charm, and to enhance the pedestrian environment adjacent to new commercial uses. Section 8 of this report details these proposed improvements and shows conceptual amenity locations.



Downtown Hood River includes detailing such as special sidewalk surfaces

- (1) To help accommodate the pedestrian use that new development will generate and to help enhance the overall downtown appearance, every new building shall provide (one) or more of the alternatives listed below for each 4,000 square feet of building. Pedestrian amenities may be provided within a public right-of-way when approved by the planning commission.
 - a. A plaza, courtyard, or extra-wide sidewalk next to the building entrance
 - b. Planters or hanging baskets
 - c. Sitting space (e.g., dining area or benches)
 - d. Public art (e.g., fountain, sculpture, mural, etc.)
 - e. Special surfacing such as brick or tile (must meet ADA standards)
- (2) Install old fashioned ornamental street lighting, banners, hanging baskets, etc. within the downtown area. Coordinate with lighting selection along Highway 99 and with ODOT.



Decorative street lighting and street trees in Coburg add vitality to downtown



Beautiful hanging baskets in downtown Albany help provide a consistent theme throughout downtown

- (3) Consider carrying these elements beyond the downtown area, especially within the Transition Zones identified by the committee.
- (4) Provide amenities such as benches, drinking fountains, banners, raised planters, hanging baskets, wide sidewalks, bicycle parking, ornamental street lights, and street trees within the downtown core (see diagram).
- (5) Work with property owners to provide outdoor seating and displays.



An existing bench in downtown Junction City



Amenities such as benches, planters, street trees, awnings, and decorative lighting help make downtown visitors feel welcome

- (6) Promote continued painting of murals on blank walls throughout downtown. Mural themes should reflect the local human and natural history, and should not be used for advertising purposes. A mural commission could be formed to review designs, promote locations, and seek funding.
- (7) Place additional markers that highlight existing historic features such as the buggy guards and horse ties.
- (8) Amenities should be compatible with adjacent downtown development.

D. Parking

Intent: To minimize visual impacts of parking lots on the downtown area and to provide incentives for new development by reducing or eliminating



A small access drive (left of picture) takes drivers to parking located at the rear of the building. This allows the building to be close to the street

mandatory off-street parking requirements in the Downtown Commercial Zone.

- (1) Off-street parking shall be located to the rear or side of the building. On corner lots, the parking may not be located adjacent to the street corner.



Many corners in downtown Junction City still have their historic buggy guards



Landscaping separates cars from pedestrians

- (2) Parking areas located adjacent to a road right-of-way shall be buffered by a five-foot landscaped strip between the parking lot and road right-of-way and contain at least one deciduous street tree every 30 feet.
- (3) All parking facilities shall include landscaping not less than 7 percent of the area devoted to outdoor parking facilities.

- (4) Bicycle parking shall be in accordance with the Junction City Transportation System Plan. If the bicycle parking requirement can not be met due to site constraints, the bicycle parking may be located elsewhere in the Central Commercial Zone in a location suggested by the planning commission.



Bicycle parking lets people safely leave their bicycles while shopping or eating. Bicycle racks should be located so they do not interfere with pedestrians

E. Signage

Intent: Signage in the Central Commercial Zone should contribute to the overall aesthetic quality of the downtown and enhance the pedestrian experience of the area by providing signs that are pedestrian scaled and located so as to be legible to pedestrians on the sidewalks. (Signage within the state new needs to be approved by the ODOT district office.)



The Pitney House Historical Museum sign is an example of an attractive wood sign

- (1) Wood, metal, or other natural material is the recommended material for the sign.
- (2) Wall-mounted signs in the Downtown Commercial Zone are encouraged, but shall not exceed an area of 10 percent of the wall to which the sign is attached or 32 square feet in size.
- (3) Whenever possible, sign graphics shall be carved, applied, painted, or stained.
- (4) Sign graphics shall be simple and bold, keeping with the historic theme of downtown Junction City.
- (5) The number of colors used on signs shall be minimized for maximum effect. Four colors, including the background color, is the maximum. Fluorescent colors are not allowed.
- (6) When lighting is used for signs, only subdued and indirect lighting is generally allowed. However, neon window lights and small, illuminated signs are allowed.
- (7) Projecting (blade) signs are encouraged, especially along West 6th Avenue, preferably suspended from an awning, and should not exceed 10 square feet per face. No projecting signs should be used above the first story.

- (8) Place a new attractive and distinctive sign along Highway 99 at 6th Avenue to encourage traffic downtown. This sign should be well landscaped and lit at night. This sign should blend with the Junction City welcoming sign along Highway 99 near the south edge of town.
- (9) Provide a new reader board that is visible from Highway 99.

Objective 2. Provide incentives and otherwise encourage better upkeep and improvement of existing downtown buildings. Restore historic buildings whenever possible. Provide incentives to encourage new investment and development in the downtown.

Strategies:

- 2. Create a downtown association, coordinating with the Chamber of Commerce as appropriate. Include businesses that are located near downtown and are interested in downtown concepts and standards.
- 3. Identify funding sources for façade improvements and upkeep of existing buildings
- 4. Consider forming an economic improvement district or business improvement district.
- 5. Improve use of on-street parking and city public parking lots, including signage.
- 6. Support the Chamber of Commerce’s efforts to promote new businesses.

Objective 3. Allow for a mix of uses in the downtown area.

Strategies:

- 7. Maintain sections of the zoning ordinance that allow for second story residential uses above a commercial use. Review Code for extent of allowable mixed uses.
- 8. Provide incentives for new mixed use development. These incentives could be waivers from Code requirements, small grants or loans, etc.



Mixed use with housing above offices

Objective 4. Provide attractive public spaces and facilities in the downtown area.

Strategies:

- 9. Install curb extensions and wider sidewalks along 6th Avenue. (see Objective 1)
- 10. Continue to keep civic buildings grouped together. Provide consistency among buildings so they appear as a cluster.
- 11. Improve signage to highlight parks downtown, including Founder’s Park and Festival Park.
- 12. Consider developing a small pocket park near the existing civic uses.



Scandinavian Festival Park

Objective 5. Promote activities and events that help keep downtown alive at night.



Cafes and shops bring people downtown

Strategies:

13. Encourage the Scandinavian Festival Association to construct an amphitheater.
14. Encourage businesses that are open in the evening, such as restaurants, to open downtown.
15. Encourage residential uses downtown to help create a presence in the evening hours.



Many homes are located in or near downtown

Objective 6. Consider the ability to maintain downtown and associated buildings, landscaping, etc. development over time. Make sustainable choices in materials, etc.

Strategies:

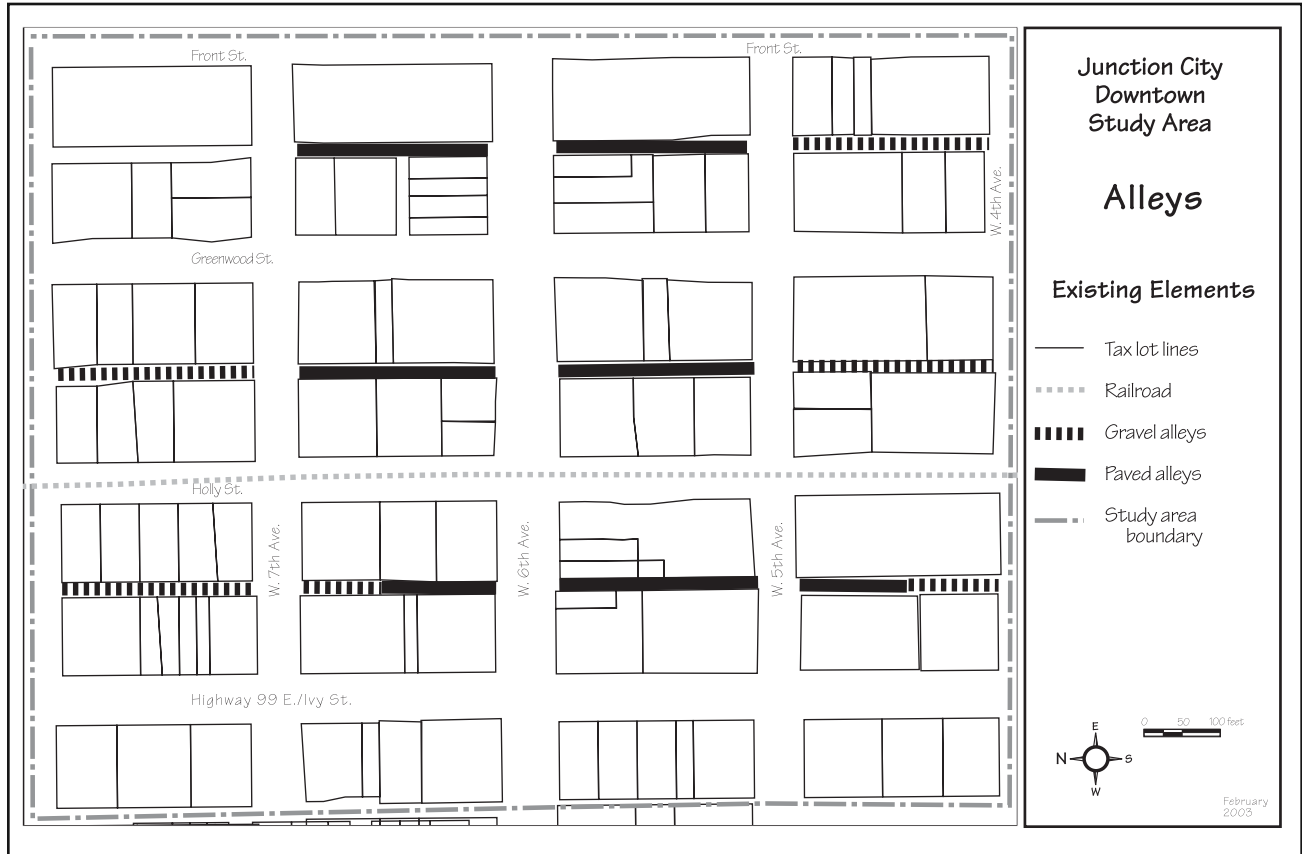
16. Investigate building, paving, and outdoor amenities that are require less maintenance and are longer lasting.
17. Consider drought tolerant, low water requiring or native landscaping. See Appendix I for a list of native and drought tolerant landscape plants.

Infrastructure

Objective 1. Develop a logical and efficient plan for modernizing infrastructure. Underground utilities and continue paving alleys whenever possible. Infrastructure may include but is not limited to public utility lines, power lines, telephone lines, and cable television lines.

Strategies:

1. Work with the City Public Works Department to coordinate improvements.
2. Investigate outside funding sources for improvements.



Capital Improvements

In conjunction with the proposed objectives and strategies, the DAC developed an initial set of improvements and amenities to help achieve the downtown vision including:

- Street trees and grates
- Planters
- Curb extensions
- Bicycle racks
- Benches
- Trash receptacles
- Street lights (decorative, with or without flower baskets)
- Entry signs
- Colored or stamped concrete crosswalk
- Brick detailing
- Building awnings
- Underground utilities

Committee members then participated in a design session to identify where and what types of amenities they would like to see. The teams considered amenities such as art (murals and sculptures), benches, planters, hanging baskets, decorative crosswalks, curb extensions, parks and pocket parks, street lights, wider sidewalks, bike racks, rear parking, signage, banners, landscaping, and street trees with grates. Informally, the committee rated curb extensions, decorative street lights, street trees with grates, and benches as the highest priority for the city, but wanted to be opportunistic about other possible improvements. The committee chose not to propose any planted medians, drinking fountains, or bathrooms for the downtown area. Their ideas are reflected on Map 6, Proposed Improvements.

At the February 2003 open house, the DAC presented their suggested improvements to the public. Participants generally concurred with the DAC's list of proposed improvements. They also suggested that the DAC consider adding the following items to the list (only the parks/pocket parks are shown on the proposed improvements maps):

- Grassy areas, such as parks and pocket parks
- Medians with trees that are lighted in the winter
- Well-designed, attractive public restrooms
- Drinking fountains

Agency staff also noted that curb extensions should be designed to accommodate truck traffic and that any landscaping or planters should not block sidewalk accessibility.

Additional comments from the public workshop are listed in Appendix B.

Cost Estimates for Capital Improvements

Although not all improvements are included in the following table,** the cost estimates provide a starting point for helping Junction City to prioritize and seek funding for desired capital improvements. It should be noted that this table provides fairly conservative cost estimates for proposed improvements.

<i>Table 6: Cost Estimates</i>		
Improvement	Unit Cost Assumption*	Item Cost
<i>Street Improvements</i>		
Bike Lanes	Bike lane installation: \$15/lf	\$7,800/one block of bike lane installation (both sides)
	Bike lane striping: \$0.40/lf	\$208/one block of bike lane striping (both sides)
	\$90/1 bicycle stencil	\$90/one bicycle stencil
Colored Crosswalks	\$19/square foot	\$4,560-\$12,540/1 crosswalk†
Curbs	\$10,000/corner of curb extension	\$10,000/corner of curb extension
Parking Lane	Parking Lane: \$18/lf	\$4,680/one block of parking lane installation (one side)
Sidewalk Installation	Sidewalk: \$25/lf	\$6,500/one block of sidewalk installation (one side)
Sidewalk Widening	Curb & Gutter: \$8.50/lf Sidewalk Widening: \$35/lf	\$22,600/one block sidewalk widening with curb and gutter (both sides)
<i>Amenities</i>		
Banners	\$300 (includes 2 brackets for hanging)	\$300/banner (not including installation)
Benches	\$650	\$650/bench (not including installation)
Bicycle Racks	\$250/3-hoop rack with room for 6 bikes	\$250/rack plus \$50 installation
Entry Sign with Plantings	\$2,000-\$4,000/sign with planting	\$2,000-\$4,000/sign with planting
Interpretive/Information Kiosk	\$2,000-4,000/kiosk	\$2,000-4,000/kiosk
Ornamental Street Lights	\$8,600/ 3-bulb fixture (includes electrical)	\$8,600/street light
Planters	\$650 - \$1,000; includes seasonal planting, soil and rocks for drainage	\$650 - \$1,000/planter, depending on style
Trees	\$200-1,500/tree (may include irrigation and grates)	\$200-1,500/tree (may include irrigation and grates)
Undergrounding Utilities		\$500,000-\$700,000/five blocks of undergrounding utilities
<p>* Cost assumptions include engineering and contingencies and are based on a number of sources. Cost estimates are based on conceptual design only. Estimates should be recalculated following design refinement. Typical block lengths were estimated at 260 linear feet.</p> <p>† Based on crosswalk area ranging from 240-660 square feet.</p> <p>** Other proposed improvements not priced in this analysis include: hanging baskets, parks, landscaping, mural, sculpture, rear parking, water fountains, restrooms, or a landscaped median.</p>		

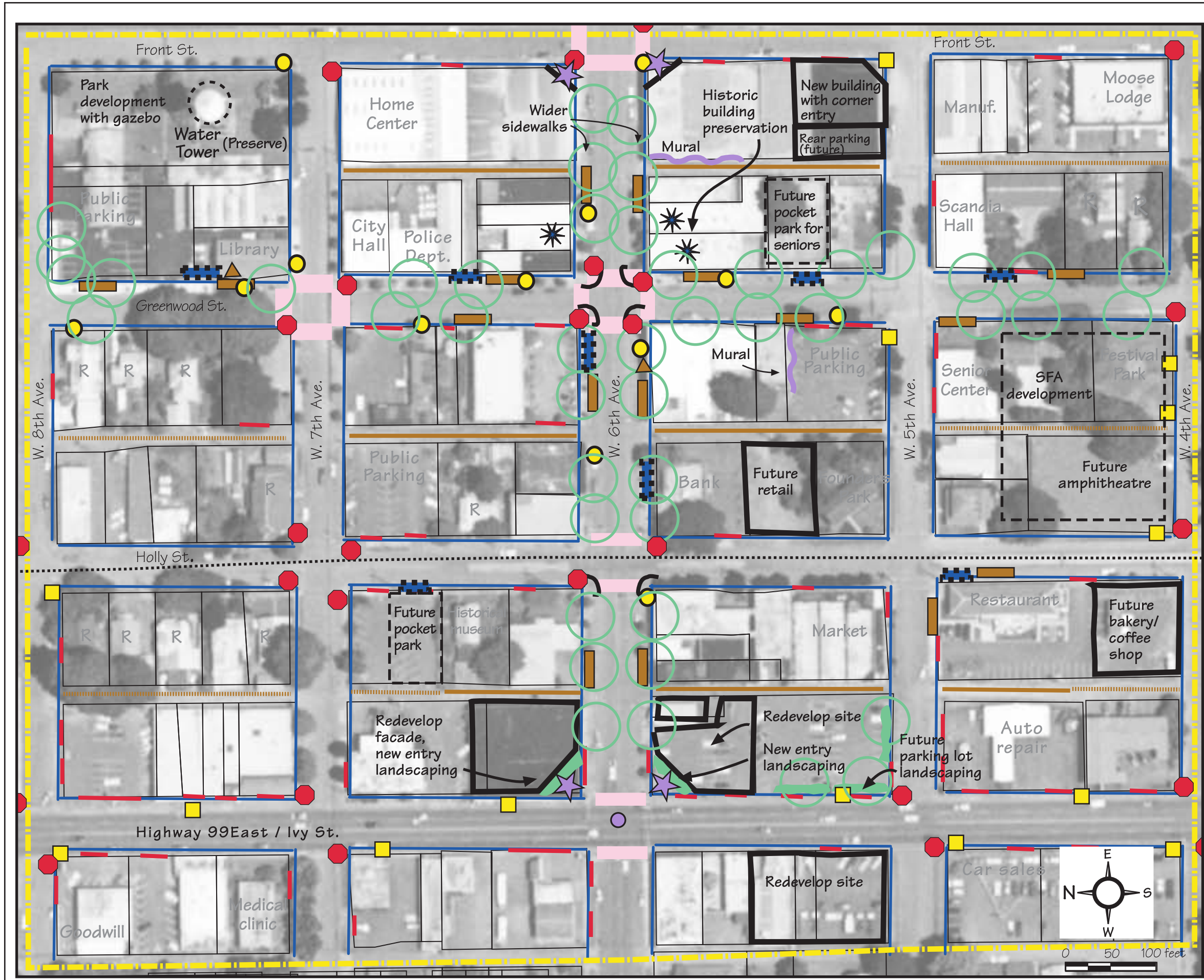
Junction City Downtown Study Area Proposed Improvements

-  Street tree
-  Bench
-  Bike rack
-  Trash receptacle (could be combined with planter)
-  Decorative street light
-  Downtown entry sign
-  Curb extensions
-  Colored or stamped concrete crosswalk

- Additional Elements**
- * Undergrounding of utilities
 - * Awnings on 6th & on Ivy
 - * Brick detailing on 6th
 - * Decorative street lights can accommodate flower baskets and banners

- Existing Elements**
-  Tax lot lines
 -  Study area boundary
 -  Existing sidewalks
 -  Existing traffic signal
 -  Railroad
 -  Existing residential use
 -  Existing street trees
 -  Curb cuts/driveways
 -  Stop sign
 -  Existing lighting
 -  Paved alley
 -  Gravel alley

Notes:
 1. No medians, drinking fountains, or restrooms proposed by the committee
 2. This plan is conceptual. The exact number and location of elements will be determined during design refinement.



February 2003

Potential Funding Sources

We know that we want a downtown that is safe, beautiful, economically vibrant, and an object of pride for the whole community. We've identified our strengths and our shortcomings, created a vision, and developed a variety of design and planning solutions.

Now, how do we pay for it?

Many cities throughout the world, the United States, and the Pacific Northwest have gone through this same process. Funds are always limited, and projects compete with each other. With good planning, a long-term vision, strong community and agency support, and a willingness to share costs, many projects can get built. Often, the key funding source is the creativity and inventiveness of the community itself. For example, some communities recognize the importance of pedestrians to the main street's health and set aside a percentage of the room tax for sidewalk improvements. These investments pay for themselves many times over in improved access, personal mobility, social vitality, and economic strength for the downtown.

The following information identifies a variety of possible funding sources that Junction City may investigate to help to fund downtown coordination and planning, improvements, and maintenance. The information is broken into types of funding options, such as local and state funding. Other sources may emerge as the downtown planning process and implementation actions take place. With a coordinated effort between downtown businesses, residents, the City Council and Planning Commission, the Chamber of Commerce, and other interested parties, Junction City can work towards achieving its vision of a healthy and attractive downtown. Appendix F includes a list of internet funding resources.

Local Revenue Sources

Micro-loan Program - The city may establish a micro-loan program to assist property owners and businesses with meeting required design standards and for making similar improvements. There is no micro-loan program currently established in Junction City.

Property Tax Revenues - Although property taxes are typically the primary revenue source for local governments to upgrade public infrastructure, property taxes go into general fund operations and are not used in most Oregon cities for street improvements or maintenance (these are more typically funded out of gas taxes, discussed below). Local option levies are subject to "special compression" under Measure 5. If operating taxes for non-school purposes exceed Measure 5's \$10 per \$1,000 limit, local option levies are reduced first to bring operating taxes into compliance with this limit. This means that local option levies can be entirely displaced by future approval of permanent rate levies for new governments.

Gas Tax Revenues - The state collects gas taxes, vehicle registration fees, overweight, and overweight fines, and truck taxes and returns a portion of the

revenues to cities and counties. Typically, this funding is used to fund street construction and maintenance but it can be used to make any transportation-related improvements within the public right-of-way, including sidewalks, intersection upgrades for pedestrians, and bike lanes.

System Development Charges – System Development Charges (SDCs) are often used to fund public works infrastructure needed for new development. The objective of SDCs is to allocate portions of the costs associated with capital improvements to the developments that will increase demand on transportation, sewer, or other public systems. Although SDCs have proven an effective tool in funding items like road widening or intersection upgrades triggered by the increases in traffic linked to a certain new development, they are not usually used to make general infrastructure improvements.

Local Funding or Special Assessment Districts³ – There are several types of local funding districts that can be formed to finance different kinds of improvements to main streets. Some of these districts can fund capital improvement projects such as sidewalk improvements, while others support smaller projects. The following are brief descriptions on these various district types and what kinds of improvements they can fund. Each of these funding sources is limited to a specific area where the taxpayers are the primary beneficiaries of the improvements. Each process must be approved by the City Council.

A Local Improvement District (LID) provides funding for local capital improvements such as sidewalks, streets, or bikeways. The assessment formula for an LID can be based on the linear frontage of property, trip generation, or other similar criteria. Individual property owners typically have the option of paying the assessment in cash or applying for assessment financing through the city.

Community Facilities Districts – Similarly, legislation on community facilities districts allows some states to form districts to finance various facilities through special taxes against the area where the proposed services or facilities are to be provided. Community facilities districts cover a broader range of public improvements and facilities than do assessment

³**Special Assessment Districts** – Special assessment districts, as provided through most states' enabling legislation, allow a public agency to construct and maintain improvements such as street landscaping, street lighting, traffic signals and parks and recreation. Project costs are assessed within the boundaries of the designated benefit area of the county or city. Then, the overall cost of the project is weighed against the individual properties within the benefit area to determine the benefit each area or parcel will receive from the public improvement. A property owner can either pay the assessment amount in cash or allow a lien to be placed on his property in the amount of the benefit assessment and submit payments over a predetermined 10- to 20-year period to pay for the bonds issued to finance the improvement. Since these are municipal bonds and payable over a period of many years, financing the lien is usually an advantage for property owners. Most states allow property owners to initiate these proceedings via a petition within the boundaries of the proposed assessment district, or else the city council can begin the proceedings. Either way, districts are formed through a process that usually involves mailing notices to all affected property owners, holding public meetings and hearings conducted by the city council and considering the percentage of those in opposition to the district. In addition to using assessment districts to fund capital improvement, cities have relied on this method to finance ongoing maintenance and operation of improvements through the annual tax of a benefit assessment amount. In some states, this assessment is paid at the same time and in the same fashion as property taxes. In others, the public agency that authorized the assessment bills it separately.

districts. Projects may include the purchase, construction, expansion or rehabilitation of governmental facilities the city is authorized to construct, own or operate. Community facilities districts can even be used to fund private improvements in some cases, such as when seismic, fire safety, or hazardous waste standards must be met. Also, funds can be used for police and fire protection, ambulances, recreation, library services, parkways maintenance, flood control and storm drain maintenance. Usually, formation of a community facilities district requires a public hearing and a favorable two-thirds vote of registered voters who live within the proposed district. However, these districts are most often used by developers who are single owners of large sites that require a substantial investment in infrastructure. After the district is formed, the city council typically is required to hold an annual public hearing to authorize the special tax to be levied on the properties. This type of hearing is not required for assessment districts.

An Urban Renewal District is funded by Tax Increment Financing⁴ (TIF). Within an Urban Renewal District boundary, property taxes are collected at a rate that is frozen at the time of creation of the Urban Renewal District. Increases in the property taxes create the increment financing and are earmarked for special capital improvement projects within the District. Urban Renewal Districts are typically in place from 20-30 years. In Medford, the Medford Urban Renewal Agency (MURA) uses TIF dollars to provide a 50/50 match for historically correct exterior renovations to commercial buildings within the downtown historic district.

An Economic Improvement District (EID) is where the assessments are based on property assessment values or are a simple fee on property. EIDs cannot fund capital improvement projects, but they generally fund smaller projects that complement larger downtown improvements. EIDs are limited to a five-year duration and can be renewed. Several cities in Oregon have EIDs including McMinnville, Corvallis, Baker City and Joseph. EIDs are often managed by a downtown development group.

⁴**Tax Increment Financing** – If a city has a built-out area in need of reconstruction, it can use tax increment financing (either by itself or in conjunction with a private partnership), often through a redevelopment agency process. With this approach, the redevelopment agency can collect the tax increment that results when property values increase. Then, funds are taken from the tax increase and put toward specific improvements or one designated project, such as street improvements. Cities have long been faced with meeting the needs of current residents as well as needs arising from the construction of new developments. Growth in cities requires an approach to managing these changes. Planning for and financing public infrastructure and services related to new development, as well as the general upkeep of built-out developments, remain high priorities for most communities as they focus on maintaining and improving quality of life. In planning for future development, communities should consider the following measures:

- Identify in the city's General Plan the improvements and facilities required to support future development through build-out;
- Determine the costs;
- As development occurs, identify when the improvements and facilities will be needed to preserve the community's quality of life standards; and
- Identify how the improvements and facilities will be paid for.

Whatever the method for improving public infrastructure, a Public Facilities Financing Plan (PFFP) is key to ensuring that quality of life standards are maintained as new development proceeds. When these standards are not being met, the plan may provide for the postponement of new development until improvements are made.

A Business Improvement District (BID) is similar to an EID except that assessments are paid by business owners rather than property owners. BIDs also cannot pay for capital improvements but can fund smaller projects. A BID can have a time limit or it can be perpetual.

Bonds - Bonds provide a mechanism for obtaining immediate capital financing of infrastructure projects. Repayment of funds from approved bonds is obtained from other revenue sources over a longer period of time. A bond is a formalized agreement by which the bond issuer (borrower) promises to repay the bond purchaser (lender) a certain amount of money at a stated rate of interest on a certain date. Government debt can be incurred at interest rates that are lower than commercial rates because the interest is generally exempt from state and federal income taxes.

Measure 50 places additional limits on bonded debt, some of which had been exempt under Measure 5. For debt that had been exempt, “capital construction” now excludes reasonably anticipated maintenance and repairs, supplies and equipment not intrinsic to the structure, and furnishings (except those noted). The bond levy may be imposed for no more than the expected useful life of the project.

Listed below are six types of bonds available to municipalities and special districts: general obligation, revenue, assessment, nonprofit corporation, refunding, and certificates of participation.

General Obligation (GO) Bonds: GO bonds are usually those secured by the issuer’s promise to levy a property tax to pay the bonded debt principal and interest. They can typically be sold at a lower rate of interest than any other bonds. GO bonds require voter approval, and proceeds may be used only for capital construction and improvements.

Revenue Bonds: While generally bearing a higher interest rate than GO bonds, revenue bonds are secured by a commitment of system user fees or facility revenues, and fees can be increased if needed to pay debt sources.

Assessment Bonds (Bancroft Bonds): Benefited properties are assessed to pay for a portion of the cost of local improvements. After the assessment procedure has been completed, owners of assessed properties have the right to apply to pay their assessment (exceeding \$25) over a period as determined by the municipality, with 10 years as the minimum. Assessment bonds are sold by the issuer in an amount equal to the unpaid assessments. The issuer may pledge the city’s full faith and credit.

Nonprofit Corporation: As traditional methods of financing capital construction become more limited, there may be an increase in financing through nonprofit corporations created to issue tax-exempt obligations on behalf of the municipality. The proceeds of the nonprofit corporation’s bonds are then loaned or otherwise made available to the local government unit.

Refunding Bonds: Current refunding bonds may be sold at a lower interest rate than the bonds outstanding and the proceeds used to redeem outstanding bonds, thus allowing the issuer to continue to pay the original debt at lower interest rates or, alternatively, allowing the debt service on the original bonds to be spread over a longer period of time. Advance refunding bonds may be issued in advance of maturity or date of redemption. Proceeds from the sale of the advance refunding bonds are placed in an escrow account and invested so there is sufficient money to pay bondholders at the earliest possible call or redemption date.

Certificates of Participation (COPs) or Lease Purchase Revenue Bonds: COPs are a financing technique for facilities, property and/or equipment that utilizes the leasing power of local governments. Unlike General Obligation Bonds, no new tax levy is authorized; therefore, there is no voter approval requirement. In general, Certificates of Participation represent “participation” in a tax-exempt lease, which is an agreement between a municipal government and a bank trust department or governmental agency, usually the former. Revenues to pay the COPs can come from a number of sources depending on the type of project financed. For example, COPs issued to finance a community facility or convention center may be paid back from the revenues generated by the facility that are not needed for operations, and special taxes such as hotel/motel taxes or business license fees. When the COPs are retired, the local government owns the project.

Short-Term Debt – There are three types of short-term debt: (1) tax and revenue anticipation notes, (2) bond anticipation notes and warrants (Bancroft), and (3) public improvement notes. In all cases, short-term debt is incurred based upon, and secured by, anticipated future revenues and a line of credit. Issuing short-term notes allows the issuer to delay long-term financing until the market is more stable.

State and Federal Sources

There are several state and federal grant, loan, and reimbursement programs available for economic development or specific transportation issues. Most programs require a match from the local jurisdiction. Most of the programs available for transportation programs are administered through the Oregon Department of Transportation (ODOT) or the Oregon Economic and Community Development Department (OECD). Listed below are some programs that may be appropriate for downtown projects.

Oregon Arts Commission

Arts Build Communities Grants – Arts Build Communities grants are part of an initiative designed to recognize and support the arts in building and strengthening Oregon communities. The program acknowledges the Commission’s belief that the arts are integral to community development in Oregon and it recognizes the expanding role arts organizations are taking in the broader social, economic and educational arenas of those communities. The program provides \$3,000 - \$7,000 grants for arts and community development projects in rural and urban under-served communities. Contact: Oregon Arts Commission, 503-986-0082.



OREGON ARTS
COMMISSION



Arts Education Leadership Grants –The Arts Education Leadership Grants will provide matching funds to support projects advancing the Commission’s arts education goals. Arts Education Leadership Grants will support projects of excellence that strengthen and integrate the arts into school curriculum and community life. Grant amounts will range from \$3,000 - \$7,000. Contact: Oregon Arts Commission, 503-986-0082.

Oregon Department of Land Conservation and Development (DLCD)

Periodic Review – During periodic review, the Department of Land Conservation and Development offers grants to local governments to update their comprehensive land use plans and ordinances. In March 1994, it was determined that Junction City did not need a periodic review work program; however the City is currently required to complete periodic review at some time between March 1999 and March 2009.

Technical Assistance Grants – DLCDD provides grants to assist with a variety of planning-related activities. Although these grants are provided throughout the biennium, most are distributed early.

Oregon Department of Transportation (ODOT)

Community Transportation Program – This ODOT program provides approximately \$3 to 4 million per year in grant funds for special needs and public transportation services throughout the state. Contact: Dinah Van Der Hyde, 503-986-3415.

Immediate Opportunity Fund (IOF) – ODOT and OECD admin-ister the Immediate Opportunity Fund, a program designed to assist local and regional economic development. The primary factors in determining eligible projects under the Program are improvements of public roads, inclusion of an economic development-related project of regional significance, creation or retention of primary employment, and ability to provide local funds to match grants. The maximum amount of any grant under the program is \$500,000.

This fund provides needed street and road improvements to (A) influence location or retention of firms providing primary employment or (B) revitalize business or industrial centers where the investment is not speculative. State funding up to \$500,000 for type A or \$250,000 for type B is available and requires a 50 percent match from public or private sources. The IOF set-aside is currently \$1 million per year.

The Oregon Transportation Commission’s judgment on eligible projects will include consideration of the size of each project in relation to the availability of immediate opportunity funds, number of project requests, local community support, private participation, proportion of matching funds, scheduling of the development project and other factors such as total employment generation. Preference will be given to projects having a positive impact on safety, access and capacity of the State Highway System. The Commission takes action to ratify the project selected. Contact: Jack Svadlenak, Oregon Economic Development Department, 503-986-3467.

Oregon Department of Transportation



Oregon Transportation Infrastructure Bank – The Oregon Transportation Infrastructure Bank (OTIB) is a project financing tool for Oregon communities to help meet need for transportation system maintenance and improvements. As a project financing tool, the OTIB works much like a private bank. It provides project loans and a range of credit enhancement services to help finance eligible transportation projects. Eligible projects are projects that meet federal-aid highway criteria or meet the definition of a transit capital project. Eligible agencies are cities, counties, port districts, other special districts, state agencies, tribal governments, and private entities. The benefits include faster project completion, savings on maintenance costs by replacing worn facilities sooner, advancing high-priority TEA-21 federal funds to eliminate the 4–6 year waiting period for grants, and advancing other projects that have future sources of funding identified.

Proposed projects must meet the OTIB selection criteria, including the ability to repay the loan. The OTIB has approved loans varying in size from \$170,000 to \$5 million. An application for an OTIB loan is reviewed, scored, and ranked by ODOT, and then presented to the Oregon Transportation Commission, which approves or denies the loan. For approved applications, ODOT and the applicant enter into an interagency and loan agreements to close the loan. Loan terms vary from 2 to 10 years. Contact: Paul Cormier, ODOT, 503-986-3921.

Special Small City Allotment Program – The Special Small City Allotment (SCA) Program is restricted to cities with populations under 5,000.⁵ No locally funded match is required for participation. Grant amounts are limited to \$25,000 and must be earmarked for surface projects (drainage, curbs, sidewalks, etc.).

The program allows cities to use the grants to leverage local funds on non-surface projects if the grant is used specifically to repair the affected area. Criteria for the \$1 million in total annual grant funds include traffic volume, the 5-year rate of population growth, surface wear of the road, and the time since the last SCA grant. The SCA is managed through ODOT. Contact: Don Aman, 503-986-3880.

State Bicycle and Pedestrian Grants⁶ – ODOT's Bicycle and Pedestrian Program administers a grant program to assist in the development of pedestrian or bicycle improvements on urban highways, local streets and county roads: Pedestrian and Bicycle Facility Improvement Grant Program. For this grant, cities that have adopted plans with identified projects will be in the best position. Projects that consider the needs of children, elderly, disabled, and transit users are given special consideration. There must be support for the project from local elected officials. Grant amounts can reach up to \$200,000. A local match is strongly encouraged. Projects must be situated in road, street or highway right-of-way. Project types include sidewalk infill, ADA upgrades, street crossings, intersection improvements, and minor widening for bike lanes.

⁵Junction City's 2001 population was 4,730.

⁶Bicycle and pedestrian projects remain eligible for other federal programs, as they were under ISTEA, including the scenic byways, bridge, transit, safety (non-construction) and federal lands programs.

Projects on highways that cost more than \$100,000, require right-of-way, or have environmental impacts need to be submitted to ODOT for inclusion in the STIP. The 2004-2005 grant application process closed on August 30, 2002. Information on funding opportunities for 2005-2006 is not yet available. Contact: Michael Ronkin, ODOT, 503-986-3555.

Statewide Transportation Improvement Program (STIP) 2004-2007

– Although still in the draft phase, this ODOT program is designed to provide funding for short-term capital improvements for modernization, pavement preservation, or bridge replacement or rehabilitation on the State Highway System. Estimated sources for funding include approximately \$860 million in federal transportation funds and approximately \$215 million in state highway funds. These estimates are based on the current federal funding act, TEA-21, which expires September 30, 2003. Actual federal funds coming to the state may vary considerably.

Additionally, the Oregon State Legislature passed two bills in 2001 and 2002 (OTIA – “Oregon Transportation Investment Act” -- I and OTIA II), which resulted in allowing the department to sell bonds, bringing \$500 million into the State Highway Fund. This money has been dedicated to modernization, bridge and pavement preservation projects.



Transportation and Growth Management (TGM) Program – Oregon’s TGM Program is a joint effort of ODOT and DLCD. The Program’s mission is to enhance Oregon’s livability, foster integrated transportation and land use planning and development that result in compact, pedestrian, bicycle, and transit friendly communities. Since 1993, the Program has distributed \$21.6 million in planning grants. The program offers:

TGM Grants to Local Governments – Grant assistance is available in two categories:

- **Category 1** - Transportation System Planning: Grants to help local governments develop transportation system plans and ordinances to implement the Transportation Planning Rule and the 1999 Oregon Highway Plan.
- **Category 2** - Integrated Land Use and Transportation Planning: Grants to help local governments develop integrated land use and transportation system plans that:
 - Promote compact, mixed-use, pedestrian-friendly development
 - Reduce reliance on the auto by increasing opportunities for transit, walking, and cycling, and/or
 - Reduce reliance on the state highway for local travel needs.

Community Assistance

- **Community Outreach:** TGM provides ongoing outreach to local communities in order to promote the concepts of smart development. Workshops for neighborhood groups, planning commissioners and members of the business community.

- **Quick Response:** The Quick Response Program provides free conceptual site planning, urban design, and transportation planning consulting services for developers and local governments. One of the advantages of this Program is that it is available on short notice. Typically, the Quick Response Team can provide assistance within two weeks of a request, and most projects are completed within four to six weeks.
- **Smart Development Code Assistance:** In an effort to remove regulatory obstacles to smart development, TGM staff and consultants help local governments with planning workshops and development code language. A model small cities development code and model infill/redevelopment handbook are also available.

Most TGM grants require a local match of 10.27 percent. Pre-applications are due the March prior to the new biennium; applications were due May 23, 2003 for the 2003-05 biennium. Some funds are set aside for issues that arise later in biennium. General information (503) 373-0050, ext. 272.

Transportation Equity Act for the 21st Century (TEA-21) – Several elements of TEA-21 can benefit main streets:

Enhancement Program – ODOT administers federal highway funds for projects that strengthen the cultural, aesthetic, or environmental value of our transportation system. The funds are available for twelve “transportation enhancement activities” specifically identified in TEA-21. These activities fall into four main groups:

- Pedestrian and Bicycle Projects
- Historic Preservation
- Landscaping and Other Scenic Beautification
- Environmental Mitigation

The Enhancement Program provides federal highway funds for projects that strengthen the cultural, aesthetic, or environmental value of the transportation system. The funds are available for transportation enhancement activities specifically identified in TEA-21. The intent of the program is to fund special or additional activities not normally required on a highway or transportation project, including creative, attractive projects that Oregon’s citizens and visitors will appreciate for years to come. The funds cannot be used for routine or customary elements of construction and maintenance, or for required mitigation.

This federally-funded program provides reimbursement for qualified expenditures. The Cities of Veneta and Coburg have received funding under this program for sidewalk improvements and bike lanes. Projects must demonstrate a link to the intermodal transportation system, compatibility with approved plans, and local financial support.

A minimum 10.27% local match is required. It is also important for a project to be part of a city's Transportation System Plan. Each proposed project is evaluated against all other proposed projects in its region. Funds are provided through reimbursement, not grants. All projects must have a direct relationship to surface transportation.

The Enhancement program has already accepted applications for projects to be constructed in 2004-2006. Applications are accepted only from public agencies. Contact: Pat Rogers, ODOT, 503-986-3528.

Hazard Elimination Program – Another TEA-21 activity, this program now includes bicycling and walking hazards in the list of eligible activities. In addition, the definition of “a public road” now includes a publicly-owned bicycle or pedestrian pathway or trail and traffic calming measures. The program's mission is to carry out safety improvement projects to reduce the risk, number, and/or severity of accidents at highway locations, sections, and elements on any public road or public transportation facility. Contact: ODOT Traffic Management Section, 503-986-3568.

Recreational Trails Program – This program, which provides funds for both motorized and non-motorized recreational trails is continued in TEA-21 with annual funding beginning at \$30 million for FY 1998, \$40 million in FY 1999 and rising to \$50 million per annum for the remaining years.

Surface Transportation Program – Another TEA-21 program administered by ODOT, this program includes bicycle and pedestrian projects. Sidewalk improvements to comply with the Americans with Disabilities Act are specifically made eligible. Approximately \$33 billion is authorized for this program over the six years of the TEA-21 legislation. Other eligible activities include:

- Construct, re-construct, re-surface and restore roads.
- Operational improvements on federal aid highways.
- Carpool projects.
- Capital cost for transit.
- Safety improvements.
- Planning and research.
- Transportation enhancement activities.

Contact: Jeff Scheick, Region 2 Area Manager (NW Oregon), 503-986-2631.

Transit Enhancement Activity – A brand new transit enhancement funding program is created with a one percent set-aside of Urban Area Formula transit grants. The funding, rising to \$35 million in FY2003, can be used for projects such as bicycle and pedestrian access to mass transportation, including bicycle storage facilities and installing equipment for transporting bicycles on mass transportation vehicles. The funding is 95 percent federal and only 5 percent matching local funds. More information on this program can be obtained through ODOT's Bicycle and Pedestrian Program.

Oregon Economic and Community Development Department (OECDD)

Benton-Lane-Lincoln-Linn (BL3) Regional Investment Board

The 1999-2001 legislature established regional investment boards to distribute state lottery funds through OECDD for economic and community development projects. In 2000 the BL3 Regional Investment Board was formed. Lane Council of Governments facilitates the solicitation of projects in Lane County.

The BL3 Regional Investment Board distributes lottery funds across the four county region through two funds – the Regional Investment Fund and the Rural Investment Fund. Types of projects funded by the Regional Investment Fund include training facilities and programs, outreach programs to small businesses, and projects to improve regional telecommunications infrastructure. The Rural Investment Fund has been used to support locally determined economic and community development projects ranging from infrastructure planning, to distance learning to new business feasibility studies to industrial park marketing. Funds from the Rural Investment Fund are not available to projects focused in Eugene and Springfield.

Projects must be approved by the BL3 Regional Investment Board and all four county commissions. The BL3 Regional Investment Board has approved funding for a total of 41 regional and rural investment fund projects and seven multi-region projects. Due to state budget shortfalls, the future of this program is unclear. If the legislature keeps the regional investment program alive, around late 2003 there would most likely be another opportunity to apply for funding.

Community Development Block Grants – OECDD administers the state’s annual federal allocation of Community Development Block Grants (CDBG) for non-metropolitan cities. The national objective of the program is “the development of viable (livable) urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income.” Eligible projects include downtown revitalization projects such as clearance of abandoned buildings and/or improvement to publicly owned facilities or infrastructure – curbs, gutters, necessary storm drainage, sidewalks, streetlights, landscaping, water and sewer lines, benches as long as they are permanently fixed to the concrete, etc. to help carry out a plan for revitalization of a downtown area. Funding is available on an on-going basis. Matching funds are required.

Needs and Issues Inventory – OECDD administers a standardized process for receiving notification of project needs from Oregon communities. The Needs and Issues Inventory process is an on-going collection and annual prioritization of local community and regional concepts for economic and community development projects. OECDD, as well as several other state and federal agencies, uses information collected through the

Needs and Issues Inventory process to guide workload management, project development, community assistance and funding. Local governments prioritize projects once each year at local and county-wide levels.

Old Growth Diversification Fund – Discretionary grants are available from OECDD to assist rural, timber-dependent and resource dependent communities with projects that could aid in averting decline of the community and stabilize and diversify their economies. Funding is available year-round.

Oregon Special Public Works Fund – The Special Public Works Fund (SPWF), through OECDD, distributes grant and loan⁷ assistance from the Oregon Lottery for economic development projects in communities throughout the state. To be awarded funds, a project must support businesses wishing to locate, expand, or remain in Oregon. SPWF awards can be used for improvement, expansion, and new construction of transportation facilities. The SPWF emphasizes loans over grants to assure that funds will return to the state over time for reinvestment in other local economic development projects. SPWF provides loan and grant assistance to eligible public entities for the construction of public water and sewer systems, roads, rail lines, docks and airport facilities leading to business location or expansion and the creation or retention of jobs. Loans and a small amount of grant funds are also available to help construct publicly-owned “community facilities.”

Grants are offered only when loans are not feasible. Infrastructure must be needed primarily to support economic development. Thirty percent of jobs created or retained must be family wage jobs.

Strategic Reserve Fund – Administered by OECDD, this fund provides discretionary grants and loans from lottery funds to assist with the gap financing needed to package business and community assistance projects where jobs may be created, important investments made or long-term capacity building is important for a community or region. Governor’s approval is required for all awards.

Other Programs

Brownfields Site Assessment Grants – Approximately \$100,000 is available each year through the Department of Environmental Quality for grants to assess the nature and extent of environmental contamination on properties where the lack of information may have stymied redevelopment activity. Funding is not available if petroleum is the only contaminant suspected. Junction City’s downtown may or may not have sites that would qualify for this funding source; detailed site information is not currently available. For more information see http://www.deq.state.or.us/wmc/cleanup/bf_pilot.htm.

⁷The Oregon Bond Bank pools municipal loans made under the Special Public Works Fund and Water/Wastewater Financing programs into state revenue bonds. The Purpose of the bond bank is to provide small communities access to financial markets to finance projects at lower rates.

The Community Incentive Fund (CIF) – CIF is part of former Governor Kitzhaber’s Oregon Livability Initiative as approved by the 1999 Oregon Legislature to encourage job creation in rural Oregon through investments in housing, transportation, water, and sewer. The Initiative seeks to revitalize downtowns and main streets, reduce sprawl and traffic congestion, reward development of affordable housing, and rebuild rural and distressed communities. Administered by Oregon Housing and Community Services (OHCS), CIF is a flexible funding source for a wide variety of community development projects. The fund uses lottery-backed bonds to help revitalize downtowns and main streets, develop affordable housing near jobs and transportation and rebuild rural and distressed economies. CIF funds must be used for capital projects and cannot be used for planning, technical assistance, or other administrative or operating costs.



Examples of projects may include “publicly owned improvements that are ancillary to a main street revitalization project and which clearly serve to render a downtown or main street area competitive or to improve the economic vitality, including improvements to access, street improvements, sidewalks, or parking;” “acquisition and/or development of a site that enables an employer to locate its business in or near a town center.” The CIF Advisory Board allocated \$20 million for the 2001-2003 biennium. It is unclear at this point whether funding will be available in the upcoming biennium. Contact: Jack Duncan, 503-986-2044, email: Jack.Duncan@hcs.state.or.us

Lane County Community Development Road Improvement Assistance Fund – Funding may be available from the Lane County Community Development Road Improvement Assistance Fund for road improvements necessary for community development projects. Eligible projects for the Lane County Community Development Road Improvement Assistance Fund are limited to public road improvements of community development projects in which a city or other governmental entity has agreed to accept jurisdiction of the road improvements following completion of the project. Projects are reviewed twice a year. A subcommittee of the Lane County Roads Advisory Committee (RAC) reviews the applications, makes a recommendation to the full Roads Advisory Committee who then makes a recommendation to the Board of County Commissioners for final approval. Funding is from the Federal forest revenues the County receives for road purposes.



Historically, the RAC has favored applications that have been from agencies seeking improvements to existing public roads that include some monetary matching funds. Although there is no stated maximum award, the RAC prefers to help on several smaller projects rather than a few larger projects; typical awards are between \$200,000 - \$400,000. Examples of successful projects include:

- City of Oakridge – Rainbow Street Urban Standards Improvement Project
- City of Veneta – Phase 1 of Hwy 126 Frontage Road
- City of Lowell – Jasper-Lowell Road Improvements
- Mohawk Community Council – Urban Improvements on Marcola Road through developed portion of Marcola



In general, unsuccessful applicants have been agencies who seek improvements to internal circulation roadways that may or may not be open to the public. These roads are usually short, dead-end roads accessing school facilities. Contact: Mike Russell, Lane County Department of Public Works, 541-682-6949.

Oregon Tourism Commission – Matching grants are available from the Oregon Tourism Commission. Funds are for tourism projects such as marketing materials, market analyses, signage, and visitor center development planning. No money is available for construction. The funding cycle varies.

Oregon Downtown Development Association (ODDA) – In the past ODDA has had some funding available for special projects. ODDA is a statewide non-profit that provides a wide array of services to Oregon downtowns. ODDA provides tools, training and technical assistance to enable communities to successfully move forward with downtown revitalization. Whether it is on-site technical assistance, questions answered over the phone, training, workshops, advocacy, or loaning out publications, ODDA provides a wide range of downtown revitalization services and assistance across the state. No current funding opportunities are listed on the ODDA website.

Rural Business Development Program – Lane Council of Governments administers the USDA Rural Business Development Program. The Program provides loans at prime rate, minimum 7.0%, from \$50,000 to \$150,000 to rural areas. The Program does apply to community development projects. The main criteria for this Program is that jobs must be created on a ratio of 1 to \$35,000 loaned. Contact: Steve Dignam, LCOG Loan Manager, 541-682-7450.

Special Assessment of Historic Properties – Through the State Historic Preservation Office (SHPO), a department of Oregon State Parks, properties on the National Register can apply for Oregon's fifteen-year Tax Freeze Program. In return for significant investments in historic rehabilitation on a National Register property, the Special Assessment of Historic Properties program offers a fifteen year "freeze" of its assessed value. Applications are accepted year-round. Contact: Dave Skilton, SHPO Tax Incentives Coordinator, 503-378-4168 x260.

Urban Forestry Grants – The Oregon Department of Forestry's Urban and Community Forestry Unit supports the stewardship of Oregon's urban and community forests. Part of the program's goal is to foster public awareness of the contributions urban forests make to the quality of life and the environmental and economic well-being of Oregon cities.

Through the Urban Forestry activities, on-site technical assistance is available for communities, nonprofit groups, and civic organizations who want to plant and properly maintain trees within their urban areas, especially street trees. Written information on tree protection ordinances, inventories, tree care, planting, tree selection, and urban forest management are also available.

Federal Appropriations – Members of Congress often earmark projects for funding in annual appropriation bills. This could be done through a request to Congressman DeFazio, Senator Wyden, and/or Senator Smith. The most likely source of funding for projects for downtown projects would be the Veterans', Housing and Urban Development and other agencies appropriations bill and the transportation appropriations bill. These projects are often scrutinized depending on political realities.

Private Sources

Grants

There are grants available for downtown projects from foundations. The Collins Foundation, Ford Family Foundation, and Meyer Memorial Trust have funded downtown projects that include historic building renovations and streetscape improvements. One source to look for grants available in Oregon is the Oregon Foundation Databook. The Internet is another source to check for grants from foundations. Some foundations fund construction projects. Historic Baker City, Inc. was successful in obtaining grant funding for several projects in downtown Baker City. Contact: Diane Adams, Baker City, 541-523-5442.

Utilities

Electric utilities may be willing to fund some of the cost of certain projects such as the undergrounding of utility wires. However, it is doubtful that utilities could pay the entire cost of expensive projects.

Banks

Banks have participated in helping to finance façade improvements in downtowns through a low interest loan program. Wells Fargo Bank participated in this program in downtown Silverton, Oregon.

Private Developers

The majority of local streets and sidewalks are paid for at the time of development by the developer who includes the cost in the sale price of properties. This will also apply to bikeways, bicycle parking, and transit facilities. In this way, the benefiting users are paying for the cost of the system installation. The city then is responsible for maintaining improvements within the public right-of-way.

Private Fundraising

Private fundraising is always an option for projects. For example, the Silverton Mural Society evaluates proposals for murals and raised money to create several murals in the City of Silverton. In Joseph, local in-kind donations of landscaping materials and artwork formed the match needed for grants for the Downtown Main Street Beautification Project.

Implementation

The DAC developed this document as a road map to improving Junction City's downtown area. As with any plan, its real strength lies in implementation. Taking the next step towards successful implementation of this plan, the City Council and Planning Commission can demonstrate their full commitment to this effort by carrying out the Implementation Plan described below.

Implementation Plan

1. Review and adopt proposed amendments to the Comprehensive Plan, Zoning Ordinance, Public Works Standards, and supporting ordinances (Appendices C, D and E).
2. Develop a schedule of where and when each of the proposed capital improvements (Section 8) will be installed and identify funding sources.
3. Carry out the following Action Plan.

Action Plan

The following is a set of action items that the city is encouraged to pursue to realize its vision for downtown. The top priority items were selected by the DAC to provide direction to the City on which items deserve the most immediate attention. However, the DAC agreed that all items are important and the city should be opportunistic and ready to respond to any proposed improvement if funds become available. It is helpful to note that some action items require an outlay of coordination or staff time, whereas some require funding either directly by the city or by an outside source.

Top Priority

- Install as many of the following amenities as possible: ornamental street lighting, banners, hanging baskets, benches, drinking fountains, raised planters, wide sidewalks, bicycle parking, and street trees with grates within the downtown area. Coordinate with lighting selection along Highway 99.⁸ Consider carrying these elements beyond the downtown area, especially within the Transition Zones identified by the committee.
- Consider forming an economic improvement district or business improvement district.
- Continue paving alleys in the downtown area whenever possible.

Second Priority:

- Widen sidewalks and construct curb extensions and colored crosswalks at key intersections in the Central Commercial District along West 6th Avenue, at public parking lots, and at city offices to sites regularly accessed in the downtown area such as the Senior Center, Scandia Hall, library, post office, etc.
- Underground utilities in the downtown commercial area.

⁸Any lighting along a state highway should be coordinated with ODOT.

Downtown Junction City Vision

Downtown Junction City will offer an inviting place to work, gather, and shop for everyday needs and unique items. Pedestrians and bicyclists will encounter neighborhood parks, landscaping, lighting, and outdoor seating throughout the downtown area. Attractive signs and markers will identify historic structures, local amenities, and ample public parking. Coordinated amenities will unify the downtown area and mark it as a distinctive place. The big heart of our small town, downtown Junction City's friendly character and attractive, rural atmosphere will appeal to residents and visitors alike.

Third Priority:

- Install and regularly maintain one or more Central Commercial District entrance signs and associated landscaping.

Other Action Items Requiring Coordination or Staff Time to Implement

- Create a downtown association, coordinating with the Chamber of Commerce as appropriate. Include businesses that are located near downtown and are interested in downtown concepts and standards. Support the Chamber of Commerce's efforts to promote new businesses.
- Identify funding sources for façade improvements and upkeep of existing buildings.
- Promote activities and events that help keep downtown alive at night.
- Encourage businesses that are open in the evening, such as restaurants, to open downtown.
- Identify a list of sustainable materials used in the construction of facilities, buildings, and landscaping. Investigate building, paving, and outdoor amenities that require less maintenance and are longer lasting.
- Maintain a list of native or drought tolerant, low water-requiring landscaping and use as a resource for City-owned and maintained landscaping. (See Appendix I)
- Encourage the Scandinavian Festival Association to construct a community amphitheater in the downtown area.
- Develop and implement a microloan and/or grant program to assist with implementation of the Downtown Plan.
- Work with property owners to provide outdoor seating and displays.
- Promote continued painting of murals on blank walls throughout downtown. Mural themes should reflect the local human and natural history, and should not be used for advertising purposes. A mural commission could be formed to review designs, promote locations, and seek funding.

Other Action Items Requiring Funding to Implement

- Improve signage for on-street parking and city public parking lots.
- Provide incentives for implementation of the Downtown Plan including the following: new mixed use development, better upkeep and improvement of existing downtown building, and other items such as purchasing of street trees, bench installation, etc. These incentives could be waivers from Code requirements, small grants or loans, etc.
- Retain and restore historic buildings whenever possible.
- Maintain in good condition a community reader board and associated landscaping.
- Stripe bicycle lanes along West 6th Avenue in the Central Commercial District.
- Provide a new community reader board that is visible from Highway 99. (Note: this reader board should be designed and located so as not to distract or impede driver safety).
- Improve signage to highlight parks downtown, including Founder's Park and Festival Park.
- Develop a small pocket park near existing civic uses in the downtown area.
- Install bicycle parking facilities at all city buildings and in parks the downtown area.
- Place additional markers to highlight existing historic features such as the buggy guards and horse ties.