

## Performance Measures

### Effectiveness

- Annual land use code maintenance amendments adopted.
- Number of land use code improvement amendments adopted.
- Number of historic properties designated.
- Number of applications that received facilitative support.

### Efficiency

- Average number of staff hours per key land use application.
- Percent of land use decisions issued within mandated timelines.
- Number of process improvements implemented.

## Strategies with Performance Targets

### Strategy 1

Enhance communications with the community and increase public access and participation in land use planning activities

Target: By 2017, establish customer service survey to measure customer satisfaction with access to information and staff service.

Target: By 2019, develop or upgrade systems to enable all land use applications to be submitted and reviewed online.

### Strategy 2

Bring the land use code into better alignment with the community vision

Target: By 2017, complete the first set of code improvement program amendments in collaboration with Long-Range Planning.

## City of Eugene Service Profiles

Service profiles are mini strategic plans for each of the City of Eugene's services. Updated every four years, the profiles offer an overview of each service and its goals, and insight into some of the tools the service uses to track its performance. View the entire service profile library at <http://www.eugene-or.gov/EugeneCounts>.

### Financial

- Percent of operating costs recovered through land use application fees.

### Customer Satisfaction

- Number of customer service satisfaction surveys collected.
- Percent of customers who are satisfied with access to information about planning activities.
- Percent of customers who received knowledgeable, respectful and timely service by staff.

Target: By 2018, implement a system to evaluate the effectiveness of land use code provisions, especially recent land use code amendments, to determine if they result in the development consistent with community's vision.

### Strategy 3

Strengthen relationships with partners and facilitate development consistent with community vision.

Target: By 2017, provide regular (annual or semi-annual) trainings on the land use process to neighborhood groups and other interested parties.

Target: By 2017, in collaboration with Long-Range Planning, establish design assistance consultations to provide guidance to developers and property owners.

## Land Use Planning

### Service Description

Land Use Planning plays a key role in implementing the community's vision through the application of the city's land use code and adopted land use plans.

Eugene's land use code is an expression of our community's and state's values around economic opportunities, housing affordability and choice, natural resource protection, compact urban development and transportation options, climate change and energy resiliency, adaptable implementation and neighborhood livability. Implementation of Eugene's land use code applies these values directly to individual projects, in a manner that attempts to balance conservation with development.

To that end, Land Use Planning staff's primary function is serving as project manager for a variety of land use applications submitted by applicants and property owners, including zone changes, land divisions, planned unit developments, conditional use permits, site reviews, and land use plan or code amendments.

In addition to reviewing and evaluating applications for consistency with the community's values (as embodied in the land use code), the land use application process also involves attending project consultation meetings with property owners



and consultants prior to application submittal, coordinating with other affected City departments and public agencies on shared interests, providing information and responding to inquiries from neighborhood groups and individuals, maintaining a fair, respectful, transparent and objective process, and preparing staff reports for a decision or recommendation.

Land Use Planning also provides assistance to the public at the City's Permit and Information Center, including answering questions about zoning, land use code provisions, adopted plans, and pending land use applications, and working with developers and design professional seeking guidance on design and development options.

As part of implementing the community's vision, staff oversees the city's Historic Preservation Program. The goals

of this program are to increase public awareness of Eugene's history and character and to facilitate preservation, restoration and rehabilitation of historic structures, landscape features, and other culturally significant objects and areas. Staff are involved in a variety of ways to help recognize and protect historically significant properties and districts, including offering incentives such as grants, encouraging designations of historic landmarks, and organizing public outreach events and activities during historic preservation month.

Staff work closely with Long-Range Planning staff to improve the connection between the vision and implementation. This occurs through collaboration on projects such as Envision Eugene and the Code Improvement Program to identify where the vision and the code are out of alignment and how to improve the code and its implementation on a daily basis.

## Mission and Outcomes

Both sections of the Planning Division (Land Use Planning and Long-Range Planning) work together to realize the following mission and outcomes.

The Planning Division promotes a livable, sustainable, beautiful, and prosperous Eugene, by facilitating a long-range vision for the community that is implemented through adopted plans, policies, codes, and partnerships.

- Increase community livability and quality of life through managed growth that is consistent with the pillars of Envision Eugene.
- Facilitate development that incorporates quality urban design and protection of historic and natural resources.
- Facilitate community dialogue and understanding of land use planning issues.
- Ensure that development standards of the Land Use Code are met with each development
- Collaborate with neighboring jurisdictions to provide regional comprehensive planning.
- Through ongoing monitoring of land use factors, continually adjust and improve policies and regulations to better meet community best outcomes.

## Communication and Community Involvement

An important focus of both sections of the Planning Division (Land Use Planning and Long-Range Planning) is improving our communication and engagement with the community we serve.

Planning staff continually seek to raise awareness in the community about planning opportunities and challenges we face as a community, what will happen if we fail to address them, and the impacts on the community of various solutions. We value fairness, open process, careful stewardship of resources, and high quality work in pursuit of a sustainable and livable future for all community members.

Land Use Planning is continually working to improve how we provide information and respond to inquiries. Improving the accessibility and quality of



communications helps promote transparency and inclusion. These efforts include trying new techniques and approaches to help community members gain a better understanding of the “why” behind land use regulations and processes.

Building relationships with people affected by planning decisions, especially those typically missing from the conversation, is a high priority. Staff continue to look for ways

to improve the effectiveness and accessibility of land use communications, including the use of translation services, plain language, and multiple communication channels (websites, social media, written information).

Land Use Planning staff strives for land use proposals to be collaborative efforts with participation from developers, neighbors, and other interested parties.

Staff work closely with the seven-member Planning Commission appointed by the Mayor and City Council. The Planning Commission advises the Council and staff on a variety of subjects, makes recommendations on important policy matters, and serves as an appeal body for certain land use applications.

## Operating Environment

### *Budget and Resources*

After several years of historically low development activity stemming from the recession, the community and the state are in the midst of recovery. More recently, development activity has begun to pick up, resulting in an increase in the overall number of land use applications, and inquiries about potential projects.

In addition to the increase in the number of applications and inquiries, need for Land Use Planning’s time is increasing. Applications are becoming more complex as more challenging sites in the City’s land supply (such as sloped lands or infill sites) are becoming more common. Working through complex and sometimes controversial issues requires more time spent on applications, facilitation, technical analysis and responding to inquiries. Projects on these complex sites are also more likely to be challenged or appealed, which requires additional time and resources.

As we work to align our land use regulations with our community vision and address Council priorities, such as cell tower revisions, we need capacity to carry out improvements to the code. Additional land use resources are needed to provide support for Long-Range Planning projects and meet community expectations regarding design-related services, including proactive consultations, project

support and design review.

Land Use Planning has a strong commitment to evolve our public notice and communication tools for customer service and public understanding, which takes additional time and resources.

### *Building Partnerships*

It’s clear that to facilitate the type of development that is desired by the community, the City needs to form collaborative partnerships with private developers, public agencies, neighborhoods, and other groups. While partnerships are not uncommon, they must be the model for the future. This suggests a shift towards increased City involvement and facilitation of desired types of development. Through the use of facilitative and regulatory incentives, Land Use Planning can serve as a partner to achieve the kind of development our community envisions for the future.

### *Technological Opportunities*

Because of the legal and technical complexities inherent in the land use application process, staff are continually looking for ways to make the process more user friendly and accessible. Over the past few years, Land Use Planning has devoted considerable efforts to improving the accessibility and quality of information about land use applications on the city’s webpage. While there is still more to be done, recent efforts include providing more

information about the land use application process, how to look up information about projects and how to provide public comment on applications. A number of adopted plans have been digitized for easier website access. Future priorities for enhancing the use of technology include creation of videos to explain the land use process in user-friendly manner, use of online surveys to determine customer satisfaction and the creation of an electronic review and permitting system for land use applications (similar to the eBuild system used for plan review and permitting).

In addition to enhancing public access and participation in the land use application process, these technological opportunities provide an important efficiency in resources committed to public inquiries and general assistance.

### *Envision Eugene*

While the formal adoption process for the urban growth boundary is anticipated to be complete in 2017, the implementation of Envision Eugene will continue well into the future. Land Use Planning has been providing resources to this high priority work while development activity was low, and will continue to provide assistance through the formal adoption process. Staff will also play a key role in implementation projects that bring the land use code into alignment with the community’s vision