Project Charter

July 24, 2017
**River Road-Santa Clara Neighborhood Plan: 2017 Charter**

**Project Title:** River Road-Santa Clara Neighborhood Plan  
**Project Charter Author:** Zach Galloway, AICP  
**Creation Date:** 03.20.2017  
**Last Revision Date:** 07.24.2017  
**Project Origin:** Council direction, City/PDD priority, Envision Eugene strategy  
**Project Sponsors:** Robin Hostick (City of Eugene Planning Division Manager) and Lydia McKinney (Lane County Land Management Division Manager & Planning Director)  
**Project Manager:** Zach Galloway (Senior Planner)  
**Project Team Members:** Included herein  
**Project Charter Status:** Approved by Planning Commission  
**Proposed Project Start and End Date:** August 2017 – Fall 2019 (approx. 2 years)

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**Overview/Purpose**

**Project Description**

For over 30 years, the land use and development actions within the River Road and Santa Clara communities have been governed by the River Road-Santa Clara Urban Facilities Plan. Adopted in 1987, the plan is dated and a new plan for this large part of the community with unique planning issues is needed. The River Road and Santa Clara Community Organizations have dedicated innumerable volunteer hours to build a foundation of public input on which to build the neighborhood planning process. The Planning process will be a collaborative effort among the River Road and Santa Clara community organizations, the City of Eugene, Lane County, and other varied stakeholders throughout both communities.

The approximately 2-year planning process will create a Community Vision to guide decision-making for decades to come. The vision will be consistent with the pillars of Envision Eugene, while tailoring the city-wide vision to the local context. That vision will be articulated in Plan Goals and Policies that tackle a wide variety of issues identified in previous efforts, the SCRROL (Santa Clara-River Road Outreach and Learning) and SCRRIPPT (Santa Clara- River Road Implementation Planning Team) public engagement initiatives. The plan will focus on four priority areas: Land Use, Transportation, Economic Development, and Parks and Recreation. Two additional topic areas are of critical importance to the community: Public Safety and Governance. To address these issues, the planning process will employ an inter-departmental city staff team to ensure these community issues are prioritized and solutions implemented through the appropriate mechanisms. To that end, the plan will conclude with an Action Plan that includes implementation measures that advance the defined policy direction.

The final product will be adopted as a neighborhood refinement plan by the City of Eugene and Lane County to ensure action and long-term implementation.
**Geography**
The scope of work will cover River Road and Santa Clara communities in their entirety. There will be additional attention given to the River Road Key Transit Corridor between Hunsaker Lane and the Northwest Expressway.

**Failure to Reach Resolution**
The community's best outcome is an adopted neighborhood plan that embodies their vision for the growth and development of the communities in a manner that respects their collective history and heritage, semi-rural character, and unique development pattern. A failure to achieve this desired outcome will preserve the status quo, which currently deploys out of date policies and uniform land use code regulations. The status quo also fails to address the governance conundrum, thereby perpetuating the complicated web of inefficient public service delivery. A third consequence of failure is the lost opportunity to act upon years of work by grass roots community organizations in planning for their future. Lastly, there is an opportunity to create a transferable planning model for the key transit corridor (KTC) concepts. Failure here could limit the viability of the urban, walkable development patterns defined for the corridors in the Envision Eugene community vision.

**Goals**
The goal of the neighborhood planning process is to produce and adopt a River Road-Santa Clara Neighborhood Plan that:

1. Supports the Pillars of Envision Eugene, balances the varied directives under the Pillars, and advances the community vision.
2. Reflects deep City-County-community collaboration through community-based activities.
3. Establishes a clear vision for the future of River Road and Santa Clara, plan goals and policies to guide decision making, and an action plan that guides implementation by the City, County, and community members.
5. Creates a process that may serve as a transferable model for other neighborhood or key transit corridor planning initiatives.

**Objectives**
Objectives are specific, measurable outcomes that tell you if the project was a success.

1. The neighborhood plan will be consistent with the Envision Eugene community vision, statewide planning goals and guidelines, and local policies and codes, as demonstrated through findings at the time of plan adoption.
2. The neighborhood plan will secure recommendations of approval from both Eugene and Lane County Planning Commissions.
3. The plan will secure recommendations of approval from the River Road and Santa Clara community organizations and the plan's Community Advisory Committee.
4. The adopted plan will secure a recommendation from the Eugene City Council to serve as an example of neighborhood collaboration with City planning and other work groups, as well as an
example of transit corridor planning that implements the key corridor concept of Envision Eugene.

Scope
The River Road-Santa Clara Neighborhood Plan is a 2-year process to create a community-based plan that will result in four parts: Vision, Policy, Action Plan, and the concurrent Zone and Code amendments. The plan will include extensive public involvement throughout, and the groundwork previously laid by RRCO and SCCO members sets the stage for a collaborative approach that hits the ground running.

1. Community Vision
Through narrative, plans and maps, and illustrative graphics or renderings, the plan will convey the community’s best outcome for the future. The neighborhood vision will be consistent with the larger community vision of Envision Eugene, but tailored to the local context of Santa Clara and River Road. The focus of the vision is on how the community will look, feel, and function over the next 20 years. It is intentionally aspirational, and provides a target for all to work towards.

2. Policy Chapters
The plan will include five chapters of Goals and Policies that can direct future decision-making on various topics, program proposals, or capital budgets relevant to the community.
- Land Use & Urban Design
- Transportation
- Economic Development
- Parks & Natural Resources
- Other topics: Public Safety, Governance (including special districts)

3. Action Plan/ Implementation Strategies
Neighborhood plans are living documents that must be implemented through subsequent actions by technical experts and community members, depending on the task. To ensure the Vision comes to fruition and policies are acted upon, an Action Plan will be crafted. The action plan includes an implementation strategy, responsible entities (e.g., City, County, RRCO, SCCO, local business, etc.), budget estimates, and generalized timeframes (e.g., short-, medium-, and long-term).

4. Code Amendments & Zone Changes
The final portion of the neighborhood plan scope are zone changes and code amendments that support the community vision. While some items in the Action Plan will take place after plan adoption, the first implementation strategy in the Action Plan will be zone changes and code amendments (i.e., new development standards). These will be adopted concurrently with the neighborhood plan. This item includes (1) amendments that could affect the broad geographic area of both communities and (2) a more detailed approach along the River Road corridor, as informed by the related FTA TOD grant-funded project.
Geographic Area
The neighborhood plan covers four specific geographies, listed below and show in the following map.
1. River Road Community Organization boundary
2. Santa Clara Community Organization boundary
3. Santa Clara Community Organization boundary outside the Urban Growth Boundary
4. River Road transit corridor (Hunsaker Lane to NW Expressway) and associated ¼ mile buffer
Figure 1. Geographic Areas addressed in neighborhood plan
## Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
<th>Staff Lead/ Support</th>
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</thead>
<tbody>
<tr>
<td><strong>PREPARATORY DELIVERABLES</strong></td>
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<tr>
<td>Project Charter</td>
<td>Clear articulation of Project description, Scope of work, and Decision making process.</td>
<td>Zach/ Terri</td>
</tr>
<tr>
<td>Letter of Initiation</td>
<td>The letter is be an agreement among the four parties (RRCO, SCCO, City, and County) to carry out the neighborhood plan to adoptions.</td>
<td>Zach</td>
</tr>
<tr>
<td>Public Involvement Plan</td>
<td>The Public Involvement Plan will establish the best means to reach the diverse constituencies across both communities during key engagement opportunities or decision-making events.</td>
<td>Zach / Eric B. &amp; Cogito</td>
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<tr>
<td><strong>MAJOR PLAN DELIVERABLES</strong></td>
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<tr>
<td>Community Vision + Supporting Graphics</td>
<td>General description of the community’s expectations and desires for the future of the neighborhood, and how it fits within the larger context of Envision Eugene. It will include a written narrative and supporting graphics, photographs, and renderings of future conditions.</td>
<td>Zach/ Jen. K</td>
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<tr>
<td>Topic-specific Policy Chapters</td>
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<tr>
<td>• Land Use/ Urban Design</td>
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<td>• Transportation</td>
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<td>• Economic Development</td>
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<td>• Parks + Natural Resources</td>
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<td>• Public Safety</td>
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<td>• Governance</td>
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<tr>
<td>Topic-specific Policy Chapters</td>
<td>Each chapter will include Goals and Policies. Similar to the Envision Eugene Comprehensive Plan, these policies will direct the work of City staff, but can also empower community organizations and individuals. These chapters are considered refinements to local comprehensive plan policies; as such, each must be consistent with the other.</td>
<td>Zach / Eric B./ City team members</td>
</tr>
<tr>
<td>Action Plan (Implementation Strategies)</td>
<td>The Action Plan includes a prioritized list of implementation strategies, some of which will translate chapter policies into projects, programs, or other directives to the various responsible entities (City, County, community organizations).</td>
<td>Zach</td>
</tr>
<tr>
<td>Plan amendments, Zone Changes, &amp; Code Amendments</td>
<td>These implementation strategies will be acted upon concurrently with adoption of the neighborhood plan to ensure short-term implementation.</td>
<td>Zach/ Gabe/ Alissa</td>
</tr>
<tr>
<td><strong>FINAL DELIVERABLE</strong></td>
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<tr>
<td>Final Production</td>
<td>The Envision Eugene document and Community Design Handbook set a high bar for publication quality. The neighborhood plan will follow in this vein.</td>
<td>Jen K./ Zach (QC)</td>
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</tbody>
</table>
Project Milestones/Timeline

<table>
<thead>
<tr>
<th>Neighborhood Planning process: Approx. 2 years</th>
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<tbody>
<tr>
<td>Fall 17</td>
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<tr>
<td><strong>Input/Ideas/Creating a Vision</strong></td>
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<tr>
<td>Vetting Ideas/Technical Analysis/Plan Writing</td>
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<tr>
<td>Zone Changes + Code Writing</td>
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Key Stakeholders

A public involvement plan (PI Plan) was developed with Cogito Partners (lead partner: Julie Fischer). That plan seeks to engage the varied stakeholders of River Road and Santa Clara, including defined organizations and informal networks. The PI Plan includes an exhaustive list of stakeholders, local organizations and networks, outlets for distribution, and potential venues.

The populations within each stakeholder group will be given multiple opportunities to engage the planning process through varied media, reflecting that each individual has different levels of interest in involvement. The overall process will employ tools within the spectrum of public participation, ranging from online questionnaires (consult) to in-depth workshops (involve) and a citizen advisory committee (collaborate). More details are available in the PI Plan.

Public Involvement Plan

The public involvement plan includes a menu of best practices for public engagement at numerous milestones in the project. The PI Plan is guided by and will be consistent with the City’s recognized Principles for Public Participation. The existing SCRRRIPT group, serving as an ad hoc community advisory committee, reviewed the Draft PI Plan in late May. In June, the Planning Commission reviewed the PI Plan and approved the plan in their capacity as the City’s Citizen Involvement Committee.

The final PI Plan, which incorporates SCRRRIPT, RRCO, SCCO, and Planning Commission review comments and edits, was approved by the Planning Commission on July 24, 2017.

These materials will be presented to the City Council in early Fall as part of a project initiation work session.
Decision Making Process

*General Neighborhood Planning Process Structure*
Any successful neighborhood planning process needs robust participation and deep engagement from neighborhood residents. This means residents take the lead early in building capacity for the heavy lifting to come, participating in outreach activities and technical analysis, and working with local Planning staff to bring the final plan through the adoption process.

The Santa Clara-River Road Implementation Planning Team has led the community-based efforts for several years, developing an interested parties list and creating a Community Resource Group (CRG). The previously described Public Involvement Plan will bring more residents into the fold for the formal planning process. Small technical/topic teams will be created by calling on CRG members to work in those issues of greatest interest to them. Technical/Topic teams will address the plan’s core issues: Land Use, Transportation, Parks & Natural Resources, and Economic Development. A fifth team should be created to tackle those issues commonly outside the bounds of a neighborhood plan, namely Public Safety and Governance.

*Community Advisory Committee (CAC)*
A Community Advisory Committee is an essential part of a community-based neighborhood planning process. Ideally, the composition of the Committee should employ the following principles.

- Be prepared and able to act in a deliberative, considerate, and civil manner.
- Respect diverse community demographics and varied interests.
- Weigh the perspectives and input of the whole community – for example, renters, property-owners, homeowners, owners of large and small businesses, and members of under-represented populations like Latinos or people of color, youth, or people with low incomes – that has been offered during public engagement activities.

The CAC will consist of no more than 12 voting members, as outlined below, nominated by the RRCC and SCCO Boards, reviewed by the Lane County Planning Commission and reviewed and approved by the Eugene Planning Commission.

- 5 members: River Road Community Organization
- 5 members: Santa Clara Community Organization
- At least two (2) Santa Clara Community Organization residents who live outside the UGB.
- Ex officio members (1 member from each Special District is encouraged to attend)
  - River Road Parks & Recreation District
  - River Road Water Board
  - Santa Clara Water Board
  - Santa Clara Fire District
  - Lane Rural Fire District
  - Eugene Water and Electric Board

[City of Eugene Planning Project Manager will staff the CAC]

The CAC will act as a representative body for the two neighborhoods. As such, it must attempt to weigh the varied public inputs and technical analyses as it crafts an official recommendation on the
neighborhood plan deliverables. The Committee’s first order of business will be to (1) establish operating procedures/ by-laws and (2) to define the group’s internal decision making process. This clear definition is needed in order to establish process expectations and ensure timely decisions are made.

**Figure 2. River Road-Santa Clara Neighborhood Plan: General Process Diagram**

**Roles and Responsibilities in the Planning Process**

Success of the neighborhood planning process is contingent upon open and effective communication among all parties. Figure 2., above, offers a snapshot of an integrated, communicative process beginning with public engagement and leading to co-adoption by our local elected leaders. Although communication is expected to be open, there are certain expectations to address. The solid lines, above in Figure 2., indicate that direct communication will occur in the form of general input, idea generation, or review of draft products. The solid lines also suggest a more direct line of communication. For comparison, the dotted lines depict entities that are acting in an advisory role, addressing either technical or policy-based areas of expertise. The lines of communication here are also expected to be more indirect. For example, Focus Group members will communicate with the Project Management Team directly if questions arise about technical issues. Then, the PMT can coordinate with the appropriate staff member on the Technical Advisory Committee to resolve the issue. In this way, communication is simplified by creating a single point of contact — the Project Management Team — for both the focus group members and the Technical Advisory Committee.
General Public & Key Stakeholders

- Members of the general public and key stakeholder groups that wish to engage occasionally, e.g., by taking online surveys, reading newsletters, participating in interviews or attending small group meetings, and/or attending larger public events.
- Generate ideas, offer solutions or projects to address concerns.
- Provide feedback and critique of proposed vision, solutions (e.g., policies, code amendments), and capital project proposals (e.g., lighting along the West Bank Path, new sidewalks near River Road Elementary) that will inform the final recommendation by the future CAC.

Interested Parties List (i.e., Community Resource Group)

- Members of the general public, RRCO and SCCO Boards, and SCRRIPT that are willing to take greater ownership of the work products and make time to get more deeply involved.
- Anticipate some of these individuals will volunteer for the Focus Groups in order to provide more in-depth feedback to the Project Management Team,
- Overall input will inform the final recommendation by the future CAC.

Focus Groups

- 5 small Focus Groups will be created; each will tackle 1 of the Plan’s 5 priority areas.
- Comprised of members of the general public, RRCO and SCCO Boards, current SCRRIPT group, or the CAC that are willing, interested, and able to dive deeper into the specific work products.
- These teams will take the lead on advising and working with the Project Management Team and the Technical Advisory Committee members in the development of the 4 major deliverables.
- When necessary, staff will bring in other individuals to supplement the conversation and analysis, as well as ensuring diverse perspectives are represented in the review.
- All meetings are considered public, will be advertised as such, and summary minutes provided online to ensure open communication.
- ESTIMATED TIME COMMITMENT: Meetings will be held at no greater than 2 month intervals; Members are expected to review materials via email or web based sharing platforms on a more frequent basis.

Community Advisory Committee (CAC) [role formerly held by SCRRIPT]

- Develop operating rules/‘by laws’ by which the committee will function.
- Represent varied voices of the two communities; review and consider full breadth of public input.
- Volunteer and participate in outreach activities to their neighbors.
- Advise Project Management Team and Technical Advisory Team.
- To ensure continuity between Focus Group activities and the CAC, CAC members are welcome to participate on the Focus Groups.
- Review and provide feedback on deliverables.
- Work with City staff and Technical Advisory Team to reach a mutually agreed upon community vision and plan that works with the larger Envision Eugene community vision.
- Make a final community recommendation that can be forwarded to the Planning Commissions.
- All meetings are considered public, will be advertised as such, and summary minutes provided online to ensure open communication.
- ESTIMATED TIME COMMITMENT: Meetings will be held at no greater than 2 month intervals; Members are expected to review materials via email or web-based sharing platforms on a more frequent basis.

Project Management Team (PMT)
- A small core team of City and County staff tasked with carrying out the project in accordance with the Project Charter.
- Point of contact for general public, Focus Group participants, and CAC members.
- Coordinate meetings of previously defined groups.
- Ensure open lines of communication between entities.
- Will make crucial decisions in a timely manner, handle day-to-day operations, and be the face of the project with community groups, committees, and decision-making bodies.
- Will coordinate with Policy Teams and Executive Committee to ensure all partners are informed and to resolve unforeseen issues that may require decision-making beyond the PMT’s authority.

Eugene & Lane County Planning Commission (unless otherwise noted)
- Review and approve the Public Involvement Plan and Project Charter (Eugene Planning Commission).
- Approve Community Advisory Committee members (Review by Lane County Planning Commission).
- Receive updates and provide feedback throughout the approximately 2-year planning process.
- Invited to participate in the public outreach activities.
- Review draft documents and adopting Ordinance, and provide feedback to the PMT.
- Convene public hearings, make final recommendation to adopting bodies, Eugene City Council and Lane Co. Commission.

City Council & Board of County Commissioners
- Receive updates and provide direction to the PMT throughout the approximately 2-year planning process
- Convene public hearings, consider the Planning Commission recommendations, and act to adopt by the Ordinance the neighborhood plan as a refinement to the local comprehensive plan.

**Formal Adoption Process**
Once the planning process runs its course, the draft neighborhood plan must be taken through the formal adoption process. This engages the City Council, Lane County Board, and both the City and County Planning Commissions.

The following list includes those decision making steps where a specific action must be taken by a particular party.

1. Public Involvement Plan
   **FINAL ACTION:** Planning Commission, serving as Citizen Involvement Committee, approves plan.
2. **Project Charter**

*FINAL ACTION:* Planning Commission takes final action to approve the Charter.


*FINAL ACTION:* Joint public hearing with Eugene and Lane County Planning Commissions for review and recommendation. Planning staff will make necessary edits to the deliverables before advancing to public hearing before the City Council and Lane County Board of County Commissioners. (Joint hearings are proposed to account for potential Metro Plan amendments.)

4. **Final Neighborhood Plan**

*FINAL ACTION:* City Council will hold public hearings, deliberate, and adopt by Ordinance to ensure the relevant policies are granted the rule of law as a refinement plan to our local comprehensive plan. The Lane County Board of County Commissioners will co-adopt the plan via a similar process and separate ordinance. Staff will attempt to convene Joint Work Sessions and Public Hearings to maximize interjurisdictional coordination and public involvement.

5. **Concurrent Actions: Zone Changes, Code Amendments.**

*FINAL ACTION:* City Council will hold public hearings, deliberate, and adopt by Ordinance to ensure the relevant policies are granted the rule of law as a refinement plan to our local comprehensive plan. The Lane County Board of County Commissioners will co-adopt the plan via a similar process and separate ordinance. Staff will attempt to convene Joint Work Sessions and Public Hearings to maximize public involvement.

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**Internal Coordination Protocol**

This section addresses the internal decision-making process, and establishes a structure that keeps all necessary players involved in creating, reviewing, or approving products so the project reaches a successful outcome. This section also outlines the process for making amendments to this charter.

**Policy Team**

The project oversight committee will:

- Provide high-level policy direction to the Project Management Team at critical junctures in the project.
- Act as a liaison to the decision-making bodies (City Council and County Commission), providing project information to fellow elected officials.
- There is no standing meeting for this body; instead the Policy Team is only expected to meet on an as needed basis.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title / Area of Expertise</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claire Syrett</td>
<td>City Councilor, Ward 7</td>
<td>Eugene City Council</td>
</tr>
<tr>
<td>Mike Clark</td>
<td>City Councilor, Ward 5</td>
<td>Eugene City Council</td>
</tr>
<tr>
<td>Pat Farr</td>
<td>Commissioner</td>
<td>Lane Co. BCC</td>
</tr>
<tr>
<td>Jay Bozievich</td>
<td>Commissioner</td>
<td>Lane Co. BCC</td>
</tr>
<tr>
<td>Renee Grube</td>
<td>Executive Director</td>
<td>Library, Rec., &amp; Cultural Srvs.</td>
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</table>
Executive Committee
The project Executive Committee will:
- Provide high-level policy direction and guidance on navigating issues that may warrant attention by our elected officials.
- Act as a liaison to the City and County Administrations.
- Will meet irregularly and as needed at critical moments in the life of the project.

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<thead>
<tr>
<th>Name</th>
<th>Title / Area of Expertise</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Renee Grube</td>
<td>Executive Director</td>
<td>Library, Rec., &amp; Cultural Srvs.</td>
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<tr>
<td>Denny Braud</td>
<td>Executive Director</td>
<td>City Planning &amp; Development</td>
</tr>
<tr>
<td>Robin Hostick</td>
<td>Planning Director</td>
<td>City PDD/ Planning Division</td>
</tr>
<tr>
<td>Lydia McKinney</td>
<td>Land Management Division Manager &amp; Planning Director</td>
<td>Lane County Land Management</td>
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<tr>
<td>Terri Harding</td>
<td>Principal Planner</td>
<td>City PDD/ Planning Division</td>
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Project Management Team (PMT)
A small core team will be formed to make crucial decisions in a timely manner. At this point, the PMT is comprised of the following.

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<thead>
<tr>
<th>City of Eugene</th>
<th>Name</th>
<th>Title / Area of Expertise</th>
<th>Department</th>
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<tbody>
<tr>
<td>Zach Galloway</td>
<td>Sr. Planner/ Project Manager</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Eric Brown</td>
<td>Asst. Planner/ Communication lead</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Amber Bell</td>
<td>Assoc. Planner/ County coordination</td>
<td>Lane County Land Management</td>
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Technical Advisory Committee (TAC)
In addition to the specific Planning Division staff members noted above in the Deliverables section, the Technical Advisory Committee will serve a critical support function. The Technical Advisory Committee is tasked with the following actions.
- Serve as advisory body to the Project Management Team and the Citizens Advisory Committee.
- Representing departmental interests and communicating how the neighborhood-specific issues fit within the broader City or County context.
- Providing technical support to the 5 community-based topic teams.
- Conducting analysis, when appropriate, to assist the PMT or Topic Teams in reaching a policy-oriented conclusion.
- Vetting ideas, policies, or potential capital projects for feasibility in balance with budgets and other City/County priorities.

The team will be comprised of inter-agency and inter-departmental members, as follows.

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<tr>
<th>City of Eugene</th>
<th>Name</th>
<th>Title / Area of Expertise</th>
<th>Department</th>
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<tbody>
<tr>
<td>Matt Rodrigues</td>
<td>Traffic Engineer</td>
<td>City PW/ Traffic Operations</td>
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<tr>
<td>Rob Inerfeld</td>
<td>Trans. Planning Manager</td>
<td>City PW/ Engineering</td>
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<td>Name</td>
<td>Title/Area of Expertise</td>
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<tr>
<td>Therese Walch</td>
<td>Engineer/ Stormwater management</td>
<td>City PW/ Engineering</td>
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<tr>
<td>Carolyn Burke</td>
<td>Parks Planning/ Park siting, Riverfront coordination, N’hood greenways</td>
<td>City PW/ POS</td>
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<tr>
<td>Amanda D’Souza</td>
<td>Management Analyst/ Econ. Development plan priorities</td>
<td>City PDD/ Comm. Dev’t</td>
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<tr>
<td>Jennifer Van Der Haeghen</td>
<td>Manager</td>
<td>City Manager’s Office/ Office of Human Rights &amp; Neighborhood Involvement</td>
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<tr>
<td>Terri Harding</td>
<td>Principal Planner</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Gabe Flock</td>
<td>Senior Planner/ Land Use expert, Code analysis, Code writing</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Althea Sullivan</td>
<td>Asst. Planner/ Land Use support, Code analysis</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Jen Knapp</td>
<td>Asst. Urban Designer/ Housing and urban infill design</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Eric Brown</td>
<td>Asst. Planner/ Neighborhood Planning, communications, public outreach</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Sarah Allison</td>
<td>Assoc. Planner/ land use capacity considerations &amp; quantitative analysis, outreach</td>
<td>City PDD/ Planning</td>
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<tr>
<td>Sam Kamkar</td>
<td>Police Captain/ Patrol and programs</td>
<td>Eugene Police Department</td>
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<tr>
<td>TBD</td>
<td>Fire Department staff</td>
<td>Eugene-Springfield Fire Dept.</td>
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<td>Other partner agencies</td>
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<tr>
<td>Becky Taylor</td>
<td>Sr. Transportation Planner</td>
<td>Lane County PW</td>
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<td>Sasha Luftig</td>
<td>Sr. Project Manager</td>
<td>Lane Transit District</td>
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<td>TBD</td>
<td>TBD</td>
<td>Eugene Water &amp; Electric Board</td>
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# The Technical Advisory Committee is comprised of City and County staff. The list here reflects current commitments; however, these seats may be filled by designees or a permanent replacement without formal amendment to the Charter.

**Triple Bottom Line Sounding Board**

In addition to the technical work described herein, there are numerous citywide policy directives that impact smaller scale actions. To ensure consistency among the diverse directives and represent broader community perspectives, a Triple Bottom Line sounding board will be convened. The group will be comprised of representatives of the following boards and commissions.

- Eugene Planning Commission
- Lane County Planning Commission (optional)
- Human Rights Commission
- Sustainability Commission
- Active Transportation Committee
- Housing Policy Board
- Historic Review Board

The TBL Sounding Board is charged with communicating with the Project Management Team and CAC to:
- Employ a citywide perspective to provide advice, feedback, and critical reviews of neighborhood plans, policies, and project ideas.
- Provide advice and input on how best to reach community members and their topic-specific constituencies.
- Act as a liaison with representative committees, providing information and soliciting feedback to keep those groups informed and engaged.

CHARTER AMENDMENTS
Charter amendments are occasionally necessary to ensure the Charter remains current and relevant throughout the project. This Charter is unique due to the internal and community-based members that are signatory.
- For major amendments, such as a change to the timeline or removal of a previously agreed upon deliverable, the Technical Advisory Committee and the Community Advisory Committee must reach consensus on the change. The Project Executive Team, as signatories of the Charter, will review and confirm any major amendments.
- For minor amendments, such as changing members of the Technical Advisory Committee, the PMT is empowered to make those amendments administratively.

For the purpose of charter amendments, ‘consensus’ is defined as a vote of two-thirds (super-majority) of the members of each body in independent votes.

Project Budget
The following explains the funding amount and sources of funding, and the status of those funds.

City of Eugene funds, FY17 supplemental budget 1: $100,000
- This is a services and materials allocation
- The Public Involvement Plan will provide a menu of outreach techniques that will allow a more accurate budget estimate for engagement activities. The available funds will be used to implement the PI plan by hiring consultants to supplement City staff resources.
- There is potential for the PMT to request allocation of additional funds in FY18
- City staff time is not intended to be paid by this allocation. Planning staff FTE estimates are 1.5 FTE for 2 years.

Federal Transit Administration Grant: $450,000 [see associated FTA TOD Grant charter]
- This inter-related project will be used to develop design concepts and a land use code for the River Road key transit corridor; however, the Code amendments are intended to have applicability beyond the corridor, in other parts of the neighborhoods. Thus, a portion of the FTA grant will benefit the community covered by the larger neighborhood plan.
- These funds have been awarded to LTD and are encumbered at the Federal level. The contract has not been executed to release the fund to local partners.

Assumptions & Policy Background
This section explores the potential unspoken factors that affect a project, its validity, execution or acceptance in the community.

Unresolved/ Incomplete Past planning projects
There is a long history of planning and public outreach initiatives in both communities. Particularly noteworthy here is the Lower River Road Concept Plan, which was never adopted by City Council. Some in the community view the upcoming neighborhood plan with skepticism due to this past effort having resulted in nothing concrete despite the public’s commitment and effort.

Buy-in and Participation by unincorporated Lane County residents
This issue is an unknown. As noted in more detail below, Lane County has delegated to the City responsibility for planning, zoning, and permitting in these two communities within the UGB. Therefore, Planning staff is committed to reaching all members of River Road and Santa Clara during public outreach phases, regardless of jurisdictional status.

There are also procedural considerations that arise from the mixed jurisdictional status and fact that Santa Clara extends beyond the UGB. Those areas outside the UGB and within the Santa Clara Community Organization are within the Eugene-Springfield Metropolitan Area Plan. Any future amendments proposed to the Metro Plan area will be subject to joint City and County review and adoption. Zoning outside of the UGB is within Lane County’s jurisdiction and is implemented by the Lane Code. Uses allowed outright or conditionally within Lane County zones are generally rural in nature, intended for the preservation of farm and forest and other resource uses, and largely defined by Statewide Planning Goals. This mixed jurisdictional status is a key consideration in collaborating with Lane County Planning staff.

Constraints
The following are potential factors that may limit our ability to carry out the project or to fully achieve the project goals.

City’s relationship with the River Road and Santa Clara communities
Past issues largely related to annexation have strained relationships between the City and some in the two communities. Planning staff is aware of this factor, and has strived to establish an open relationship with SCRRIPT, SCCO, and RCO in a manner that builds trust and lays the foundation for a cooperative neighborhood planning process.

Continued project prioritization in the face of competing demands
The River Road and Santa Clara communities comprise approximately one-fifth of Eugene, and the community organizations have demonstrated their commitment and readiness to create a neighborhood plan. However, competing interests may attempt to defer resources from this project to a
future initiative. The Planning Division work plan and this charter are tools that can be employed to maintain focus and adequate funding in the face of such competing interests.

**Adequate staffing and funding**
This issue is related to the item immediately above. The current project has an ambitious timeline and substantial funding (i.e., FTA Grant), but there are other River Road and Santa Clara neighborhood priorities beyond the corridor that require attention from city staff and inter-agency partners on the Technical Advisory Committee. These staff will have competing demands of their time within their own organizations. Therefore, the project management team must be judicious in involving key partners in an efficient and productive manner.

**Dependencies**
The neighborhood plan and FTA TOD grant-funded plan are intertwined administratively, but they should operate as a single project in the public eye.

**Risks**
The final section describes special risks that may interfere with project delivery, and it provides mitigation options to avoid foreseeable risks.

**Annexation**
The issue of unincorporated Lane County lands inside the Eugene urban growth boundary remains unresolved. It is difficult to predict the outcomes or when public concerns related to annexation will arise. However, City Planning staff and the neighborhood groups have reached agreement that annexation is best addressed after the policy framework of the neighborhood plan has been agreed upon by the decision makers. Attempting to tackle both – neighborhood planning and resolving complex service delivery associated with annexation – simultaneously could prove deleterious to the successful completion of the proposed planning efforts. Two interconnected and dependent elements should be considered here.

1. The FTA TOD grant-funded project makes it particularly important to keep the focus on neighborhood planning. The TOD grant is time sensitive and must be executed within 18 months of initiation.
2. The intergovernmental agreement between City and Lane County – commonly referred to as the “190 agreements” – remain in effect. In that IGA, the County delegates land use and permitting authority to the City of Eugene. Properties already within the City limits will benefit from the adopted neighborhood plan immediately once it becomes effective. Properties under Lane County jurisdiction will still need to annex to the City prior to submitting land division or development applications.

**Mitigation**
- Project update to City Council in an early Fall work session can cover these interconnected dynamics. The intention is to defer substantive discussion of and decisions on the annexation
subject until a future phase. This approach is intended to reduce the neighborhood planning efforts from being conflated with annexation.

- During neighborhood planning outreach efforts, Planning staff and neighborhood leaders are prepared to answer questions related to Governance/Annexation through several means.
  1. Annexation process fact sheet handouts
  2. Annexation and Property Tax fact sheet handouts
  3. Inquiring individuals can use the Property Tax Calculator: [http://pdd.eugene-or.gov/Home/PropertyTaxEstimator](http://pdd.eugene-or.gov/Home/PropertyTaxEstimator)
  4. During Open Houses and Workshops, similar materials will be provided and a separate table may be set up for individuals wishing to discuss Governance/Annexation rather than neighborhood planning topics.

Public Participation fatigue or confusion
There are several current, active projects in the River Road and Santa Clara area. Coordinating these varied, diverse projects and communicating about the differences of each will be a staff challenge. In addition to the neighborhood plan and associated FTA TOD grant project, the following are active.

- River Road Transit-Oriented Community: this project will coordinate closely with the neighborhood plan, using the Plan visioning and goal setting to help inform project decisions.
- ODOT Beltline Improvements & City arterial bridge (Green Acres to Division Avenue)
- City-County Santa Clara Bicycle Path (Beaver to Wilkes)
- Lane Transit District:
  - Moving Ahead
  - Santa Clara Community Transit Center
- Lane County Public Works: Hunsaker-Beaver Corridor Study
- City of Eugene PARKS & RECreate System Plan

Mitigation
- The previously mentioned City and County inter-agency planning team will coordinate regularly in order to maintain open lines of communication and ensure consistent messaging about our related projects.
- The project initiation phase in summer 2017 will develop a fact sheet to address FAQs.
- Fact sheets of other projects that include project summaries, websites, and staff contact info.
Approvals (sign/date)

Key Partner(s) (SCCO chair)  

Key Partner(s) (RRCO co–chair)  

Renee Grube, Executive Director  
City of Eugene Library, Recreation, & Cultural Services Department  

Denny Braud, Executive Director  
City of Eugene Planning & Development Department  

Robin Hostick, Project Sponsor  
Planning Director, City of Eugene Planning Division  

Lydia McKinney, Project Sponsor  
Division Manager & Planning Director, Lane County Land Management  

Zach Galloway, Project Manager  
City of Eugene Planning Division