



Neighborhood & Area Planning in Eugene



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Neighborhood and Area Planning in Eugene

Program Guidelines



1.0 Introduction

Eugene is made up of many distinct neighborhoods and special areas. The uniqueness of these locations contributes to Eugene’s diversity and vibrancy and provides residents with a variety of environments where they can live, work and play. The look, feel and function of these places affects our quality of life directly and it is important that neighbors and City staff work together to support the livability of our streets, neighborhoods and public spaces. This document provides guidance on how residents and staff work together to achieve our ideal future as a community through neighborhood and special area planning.

Our City government plays an important role in helping community members design and create the city they want. This requires balancing neighborhood-level concerns and aspirations with City-wide goals and policies, including those related to sustainability and fair and equitable processes and outcomes. The Planning Division partners with the Office of Human Rights and Neighborhood Involvement to integrate equity in planning projects, build capacity with neighborhood associations and support community engagement. We also work with other City and community partners, as needed, to support broader aspects of our shared community vision.

This guide is organized in seven sections, including this Introduction. The following section, section 2.0, explains the policies and frameworks that inform the City of Eugene’s Neighborhood and Area Planning Program. Section 3.0 covers the various approaches and tools that can be used to address place-based concerns and aspirations. Section 4.0 describes how to assess neighborhood readiness and capacity to undertake a community planning process. Section 5.0 provides ideas for building organizational capacity to undertake one of these approaches. Section 6.0 walks through the process whereby the Planning Division identifies neighborhood and area planning priorities and initiates projects to work on with the community. And finally, section seven answers the question “where do I go from here?”



River Road / Santa Clara Neighborhood Plan Event

These guidelines aim to provide clarity around the roles and responsibilities of residents, City staff, the Planning Commission, City Council and other stakeholders when it comes to planning for special areas and neighborhoods in our city. Clearly defined roles and transparency around the planning process will help us address neighborhood concerns while implementing our community-wide vision.

2.0 What Policies and Frameworks Guide the Neighborhood and Area Planning Program?

The Planning Division is guided by five key values that were developed by our team and speak to our professional responsibilities and ethics. These values inform all of the work that we do on behalf of the community.

City of Eugene Planning Division Key Values

Fairness and Respect for All

We value the diverse views in Eugene and work to engage all in a respectful conversation about our city.

Open and Collaborative Public Process

We are transparent, inclusive and objective in every planning process.

Careful Stewardship of Resources

We manage resources equitably and responsibly to benefit all in pursuit of a healthy, connected city.

High Quality Professional Work

We are a dedicated and creative team of professionals using sound technical analysis to inform and engage our community in planning and development issues that affect us all.

Sustainable and Livable Present and Future

As invested members of our community, we work diligently to plan for and enable long-term livability where all community members can thrive.

Planning Division staff have expertise in land use planning. We provide professional assistance to neighborhoods across the city in support of our broader community vision. In addition to this expertise and these key values, Planning Division staff facilitate neighborhood planning projects in accordance with the following local and state policies and frameworks.

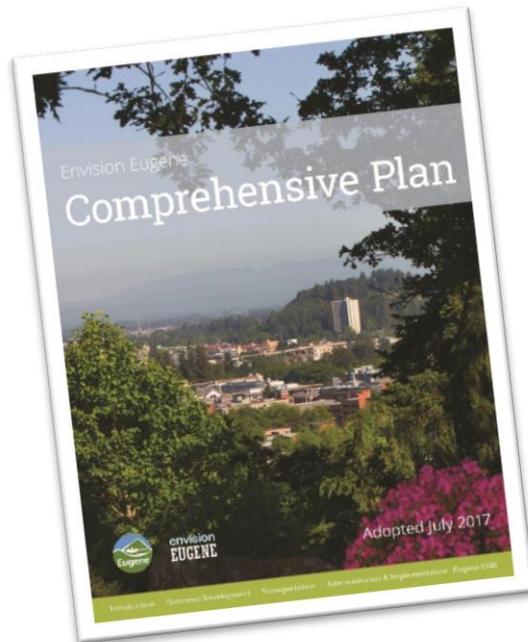


2.1 Statewide Planning Context

Oregon is known for its lush forests, bucolic farmland, rugged coastline and clean rivers. These natural features are part of our identity and the reason many of us choose to live here. The value of stewardship is expressed in the Oregon land use planning program, established in 1973. The program is based on [19 Statewide Planning Goals](#) that express the state's policies on land use and on related topics, including citizen involvement, housing and natural resources. Most of the goals are accompanied by guidelines that suggest how cities and counties should go about achieving them.

Oregon's statewide goals are expressed at the local level through comprehensive plans. State law requires every city and county in Oregon to adopt a comprehensive plan, along with the zoning and land development ordinances required to put the plan into effect. Local comprehensive plans must be consistent with the Statewide Planning Goals. Plans are reviewed for such consistency by the State's Department of Land Conservation and Development (DLCDD). When DLCDD officially approves a local government's plan, the plan is said to be acknowledged and it becomes the regulating document for land use in the local jurisdiction. The laws strongly emphasize coordination - keeping all plans and programs, including those at the neighborhood or special

area scale, consistent with each other, with the statewide goals and with the acknowledged local comprehensive plan.



2.2 Local Comprehensive Plan

At the time of writing these guideline (fall 2017) Eugene was in the process of transitioning from a regional comprehensive plan, the Metro Plan, to a Eugene-only comprehensive plan, the Envision Eugene Comprehensive Plan (the EECP). While in this period of transition, adopted land use plans must adhere to the policy guidance provided in applicable sections of both documents. The Metro Plan contains chapters covering the breadth of land use issues, from housing to public services. The Envision Eugene Comprehensive Plan contains only four chapters: Economic Development; Transportation; the Urban Growth Boundary; and Administration and Implementation. These were adopted first in order to put Eugene's new UGB into place. Additional chapters will be added to the EECP through public process in years to come. The [EECP](#) and the [Metro Plan](#) can both be viewed online.

2.3 City Council Guidance

In addition to state laws and adopted local land use policies, Council has provided direction to City staff through various other policy documents or frameworks that guide neighborhood planning. These policies and frameworks need to be balanced with one another in order to serve the community's broader goals. The following sections describe relevant policies and frameworks and how they relate to neighborhood planning.

Triple Bottom Line

The Triple Bottom Line Analysis Tool, or TBL, is a decision making framework used throughout the City of Eugene to reach sustainability goals developed by the organization and the community. The TBL is designed to help City staff think about and explore the environmental, equity and economic impacts, benefits and trade-offs of our policy, program and project related decisions. The TBL analysis process begins by posing a series of questions to uncover issues, or unintended consequences that may need to be considered in project design, implementation or potential outcomes. These questions help guide discussion, thinking and decision making by focusing on potential impacts in three areas: economic prosperity, social equity and environmental health. The questions in the TBL tool capture much of what planners already consider but in a more systematic and deliberate way that integrates the City's goals across departments.

Neighborhood Organization Recognition Policy

Originally adopted in 1976 and amended in 2015, the [Neighborhood Organization Recognition Policy](#) (NORP) outlines the City's commitment to supporting the formation of neighborhood organizations and their participation in public decision making. It also outlines the role our neighborhood organizations play in developing policies and proposals that affect the lives of all community members. The NORP "[establishes] criteria for the recognition of neighborhood organizations and [defines] the relationship between the City and recognized neighborhood organizations."

The criteria for recognizing neighborhood organizations speak to transparency and inclusiveness, ensuring that residents, property owners and in some cases people who work within a neighborhood association's boundaries have access and opportunities to participate. The NORP sets strong expectations for broad outreach and engagement by neighborhood associations, encouraging that they "be open to the total area and diversity of interests present in the neighborhood." The NORP describes the role of neighborhood organizations as "advisory to the City Council, Planning Commission, and other City boards, commissions, and officials on matters affecting their neighborhoods." The NORP also describes the collaborative relationship between neighborhoods and City staff in developing neighborhood plans and proposals:

With the assistance of professional staff, subject to their availability, the neighborhood organization may develop neighborhood plans and proposals with respect to land use, zoning, parks, open space and recreation, annexation, housing, community facilities, transportation and traffic, public safety, sanitation, and other activities and public services which affect their neighborhoods.

The NORP further outlines that "all neighborhood plans shall be reviewed by the Planning Commission at a public hearing open to the Eugene community before a recommendation is

forwarded to the City Council.” Upon adoption, neighborhood plans are considered a refinement of the comprehensive plan.

Finally, the NORP outlines the role of the City in supporting neighborhood association, financially, with staff assistance, and to ensure neighborhood associations are informed of relevant land use proposals and policy decisions with “ample time to allow participation in the decision-making process.”

Public Participation Guidelines

The [Public Participation Guidelines](#) were developed by Central Services Department staff in collaboration with the University of Oregon Community Planning Workshop. This project was part of developing and implementing the City’s Diversity and Equity Strategic Plan (DESP).

Researchers spent nine months collecting information from the public on how they would like to be consulted by the City and how they would like to receive information from the City. The principles draw on established best practice in public participation, grounded in frameworks offered by the International Association of Public Participation and the National Coalition for Dialogue and Deliberation. They are based on the concepts of cultural competency (asking people how they would like to engage) and universal access (creating environments where everyone feels comfortable). Published in 2011, these guidelines are used by work groups across the City organization. Central to the Public Participation Guidelines are the core values, which are:

Careful Planning & Preparation
Inclusion & Demographic Diversity
Collaboration & Shared Purpose
Transparency & Trust
Impact & Action
Sustained Engagement & Participatory Culture

3.0 What Tools and Approaches are Available for Neighborhood Planning?

One of the basic philosophies of the Neighborhood Planning Program is to use a planning approach that meets the needs of the neighborhood as identified through a robust process of community engagement. Overly burdensome or ambitious approaches may turn-off otherwise eager residents. Likewise, lighter, quicker tools and approaches may fail to address important needs of an entire neighborhood or the broader community. The goal is to match the process to the issues identified by the community.

This section lays out a range of approaches that community members can use to address their place-based concerns, including neighborhood projects, action plans, special area plans and neighborhood plans. The list of possible approaches is not exhaustive and in some cases a mix of approaches may be the best option.



Neighborhood Project: Intersection Painting on Olive Street

3.1 Neighborhood Projects

Sometimes neighborhood and special area concerns can be handled by small, fairly straightforward projects such as public art, traffic calming or street furniture (benches and water fountains). Small projects can be used as a means to build neighborhood capacity in the lead up to a larger plan or process, or they may be all that the community needs to address the issues at hand. In either case, interested organizations or individuals are encouraged to reach out to City staff for assistance. [Neighborhood Matching Grants](#) are available through the Office of Human Rights and Neighborhood Involvement for small neighborhood projects and events. Eugene's [Transportation Options Program](#) and the [Traffic Calming Program](#) are also good resources for concerns related to transportation and traffic.

3.2 Action Plans

Action plans are intended to address a narrow range of concerns as quickly and efficiently as possible. They are not generally adopted by Council and do not act as refinements to the comprehensive plan. Action plans, as the name suggests, propose a list of defined actions that can be taken by stakeholders who are committed to working together. [Building a Better Bethel](#) is an example of such an action plan.

3.3 Special Area Plans

Special areas typically make up only part of a recognized neighborhood association, or may intersect with a portion of multiple neighborhood associations. Transit stations or key corridors (generally defined as commercial or mixed use areas along our city’s major streets) would be typical examples of special areas that do not correspond with official neighborhood association boundaries. Special area plans focus on the physical outcomes people want to see unfold, such as defining the scale and use of new buildings, better walking, biking and bus connections, improved public spaces, or walkable shopping streets. Special area plans will also typically result in updates to the land use code to include special standards that have a direct effect on new development within a defined area (a special area zone). These updates must also be adopted by the City Council, sometimes at the same time as the comprehensive plan policies. Examples of special area plans can be found in the [EWEB Riverfront Master Plan](#) and the [Walnut Station Specific Area Plan](#).

3.4 Neighborhood Plans

Neighborhood plans are the most comprehensive and resource-intensive tool in the neighborhood planning toolkit. Neighborhood plans will typically take at least two years to prepare and adopt, and can cover a variety of themes and issues. They are policy-oriented and will always be adopted as refinements to the comprehensive plan. However, similar to special area plans, some neighborhood plans may include implementation tools like special area zones with neighborhood-specific development standards that can be put in place at the same time as plan adoption. Example neighborhood plans are available on the City’s [website](#).

Land Use Code

The land use code is the legal document that defines what can be built where and for what purpose.

What about refinement plans?

Historically Eugene used the term *refinement plan* to describe plans that took the city-wide policies of the Comprehensive Plan and tailored them to a neighborhood. They were adopted as *refinements* to the Comprehensive Plan.

In the mid-90s Oregon land use law was revised, creating a legal definition for the term refinement plan. According to state law (ORS 197.200), among other things, a refinement plan does the following:

- Establishes minimum densities/floor area ratios
- Establishes an expedited land division process
- Limits the appeal process available for land use decisions

Because these aspects of the state definition of a refinement plan may conflict with residents’ expectations, the Planning Division has moved away from referring to locally adopted plans as refinement plans. The terms *area planning* and *neighborhood planning* avoid confusion with refinement plans under the statute. We hope these terms provide clarity and allow us to focus on the outcomes of the planning process that residents are interested in.

Any land use plan adopted by the Eugene City Council must comply with statewide planning goals and the adopted comprehensive plan. Locally, our goal is for plans to address neighborhood level concerns and aspirations, while carrying forward the city-wide vision developed through Envision Eugene.

3.5 Comparison of Approaches and Tools

| | Neighborhood Projects  | Action Plan  | Special Area Plan  | Neighborhood Plan  |
|--|---|---|---|---|
| Breadth of issues addressed | Narrow focus on straightforward issue(s) and solution(s) | Thematic focus on challenges and opportunities | Focus on form, character and transportation | Broad, comprehensive planning |
| Relationship to Neighborhood Association Boundaries | Specific location(s) within one neighborhood | All or part of one or more neighborhood(s) | Part of one or more neighborhood(s) | Includes one or more entire neighborhood(s) |
| Intended length of process | Short (planned for a few months, completed over one or more weekends) | Medium (6 months – 1 year) | Long (2 years+) | Long (2 years+) |
| Project Sponsor | Neighborhood group | Neighborhood or group of community stakeholders + City | Neighborhood or group of community stakeholders + City | Neighborhood or group of community stakeholders + City |
| Guiding Project Document | N/A | Project charter or POP ¹ | Project charter | Project charter |
| Organizational capacity needed | Low | Medium | High | High |
| Decision Making Structure | Neighborhood group based; staff approval of required permits and funding (if applicable) | Outlined in project charter or POP | Outlined in project charter | Outlined in project charter |

¹ The Planning Division uses Project Charters and POPs as project management tools. Project charters are lengthy documents meant for complex projects, whereas POPs are shorter, defining the Purpose, Outcomes and Process involved in undertaking a smaller project. The role of these documents is further defined below under section 6.1.

| | Neighborhood Projects  | Action Plan  | Special Area Plan  | Neighborhood Plan  |
|--|---|---|---|---|
| Public Involvement Approach | Right sized for to the scope of the project. | Involvement of relevant key stakeholders as defined by project team | Broad-based public involvement plan approved by Planning Commission | Broad-based public involvement plan approved by Planning Commission |
| Planning Commission recommendation required | No | No | Yes | Yes |
| City Council adoption | No | No | Yes | Yes |
| Refinement to the Comprehensive Plan? | No | No | Yes | Yes |
| Examples | 26th and Olive Intersection painting | Building a Better Bethel | Walnut Station Specific Area Plan | Whiteaker Neighborhood Plan |



River Road Neighborhood Event

4.0 How do we know if we're ready to start planning?

When we volunteer our valuable time and energy for the good of our community, we want to be successful. This section of the guidelines will help your group lay the ground work for a successful project.

As described in the previous section, there are a variety of tools and approaches that can be used to improve a neighborhood or special area. Not all require the same level of readiness or capacity within your neighborhood organization. Depending on the approach or tool you want to pursue, it is essential that your organization, whether it's a business association, a neighborhood association or another group of interested individuals, is ready to take on the important work of shaping your community. Note that you don't need to be an official neighborhood association to take on this work.

There are two main approaches to matching your goals with your ability to achieve them: either fit the issue you want to tackle to your expected capacity, or work on building your capacity to tackle the problem. This requires thinking carefully about your challenge and which neighborhood planning approach would best suit your situation. In order to know whether your group is ready to start, you will also need to determine your level of readiness and organizational capacity.

4.1 Assessment

Included as part of these guidelines is an assessment tool (see Appendix C). The *RX for a Healthy Neighborhood Group* is designed to help you assess whether your group is ready to take on an intensive planning process (such as a neighborhood plan or special area plan) or if it is better to spend time building capacity and/or addressing smaller issues through a more manageable process like a neighborhood project.



5.0 How do we Build our Organization's Capacity?

Once you've assessed your group's readiness and have identified approaches, skills, or tasks your group needs to address, you can begin the important work of increasing your understanding of the breadth and complexity of your project, building strong relationships with neighbors, local businesses, other stakeholders and city staff and planning your road to success. Having this groundwork to rely on when you begin a neighborhood planning process will go a long way to supporting its success.

5.1 Building your Understanding of the Issue

Depending on the problem you want to solve, your group will need to have a thorough understanding of the context in which the problem exists, who will be impacted and the processes that are part of a solution. For instance knowing who makes decisions regarding economic development, transportation planning or specific land use planning processes is essential as you talk with your neighbors, elected officials and other community partners during your project. It's important to understand the issue thoroughly so you're communicating accurately.

City staff can assist your group in learning more about the complexity of issues your group wants to address and can refer you to staff in other agencies if needed. As an example, refer to the "Adoption Process" outlined in the Appendices. While not all neighborhood planning projects will require this same level of approval, it's important to know if, where, and at what stage(s) your neighborhood planning project will require formal approval by elected and/or appointed bodies.



Eugene Parks System Plan Outreach

5.2 Engaging your Neighborhood Community

Once you understand the complexity of the issue, it's easier to plan and conduct effective outreach to your neighborhood community. Among the ways to learn more about how people perceive problems and potential solutions include surveys and door-to-door contact, living room conversations, holding forums and discussions at regularly scheduled meetings such as neighborhood association meetings. Several specific approaches that have proven successful for groups in Eugene and other communities are listed below. Many City staff have training and years of practice using a variety of techniques and may be able to advise your group or connect you to people who can assist you in your work. One resource that we often recommend is the [Organizer's Workbook](#) published by the Indianapolis Neighborhood Resource Center. It has many suggestions on capacity building for groups, community organizing, work planning, asset mapping (see below), collaboration with other groups, meeting facilitation and measuring success.

Listening Sessions

This approach to build trust between community members was used in Eugene as part of the initial Envision Eugene community process between 2010 and 2012. Listening sessions involve open ended questioning and deep listening between individuals who may have very different interests and viewpoints. Robert Chadwick championed and successfully used this basic method to help communities of all kinds overcome seemingly impossible challenges. A summary of his ideas can be found [here](#).

Community Asset Mapping

Community asset mapping taps the wisdom of many community members in exploring the assets within their physical and social environment. Assets include anything of value to your community – people, places, organizations, things or ideas – that may be of help to you, or that you will want to consider, in your planning effort. Examples include a corner store, a park bench, a social group, a person with

special experience or skills, a favorite viewpoint, or a general sense of place. In this process you might identify other organizations and have an opportunity to build relationships by attending their meetings to determine the assets they bring to your neighborhood. As an asset-based approach to building your community, mapping focusses on the resources you have to move forward, rather than the challenges or deficiencies that are holding you back. The physical output is a map or diagram that identifies community assets, but the critical outcome is increased understanding of how residents view their neighborhood, the bonds between neighbors and stakeholders this process can forge, and the increased awareness of the diverse values that community members bring to a planning process. Asset mapping is a great way to build capacity toward a larger planning process. A great way to start asset mapping in your neighborhood is by referring to the [Organizer's Workbook](#) mentioned above.

5.3 Reaching the Business Community

Businesses are an essential part of our community, both in terms of jobs and income but also in terms of the important services and goods they provide, and the social space and identity they create in our neighborhoods. It is important to reach out to local businesses and commercial property owners who have a stake in the neighborhood or special area being planned. If engaged early and earnestly, businesses have a lot to offer the planning process and eventual implementation.

Business owners are as busy as the rest of us and may keep different schedules that make it hard for them to attend standard meeting times. Reaching out proactively and finding out how they want to engage with your process is an important first step.

Eugene does not currently have a business licensing program (as of March 2018) and no central database of business contacts in the community. In addition to contacting the Chamber of Commerce and reaching out to service groups such as Rotary in the area, you might consider walking the relevant business district and knocking on shop doors. You could also reach out to a few prominent business leaders in the area to gauge interest and establish communication and awareness of your project.



Planning and Human Rights & Neighborhood Involvement Staff 2018

5.4 Meeting with City Staff

City staff are here to help our community plan for and create the best city possible. We care deeply about Eugene and work every day to create the conditions for success, including working with residents to help them develop and implement their vision. Neighborhood groups that are considering a planning process should meet with staff to determine how we can work in partnership. A first step is to get in touch with your Neighborhood Planning Liaison (541-682-5377) or Neighborhood Involvement staff (541-682-6243).

As your group builds capacity and prepares for a neighborhood planning process, you may want to ask staff for help with tasks such as developing maps or putting you in touch with useful data. Since many tasks may take time or rely on staff from different parts of the City organization, it can be helpful to think ahead and allow plenty of time. Additionally, staff can assist in a range of ways, such as advising your group on the best ways to advertise and facilitate public meetings, providing certain materials and supplies, identifying potential partners and funding sources, and sharing City and regional information.

All of these activities require staff time and resources, which may be already committed to other projects. For this reason, neighborhood groups will find the greatest success in working with staff early and often to develop a shared understanding around work products that we can deliver while still meeting our other responsibilities. As your effort gains momentum, the work may need to be prioritized formally among other projects that may be waiting or already underway. Staff can assist you with this process.

6.0 What is the Process for Neighborhood and Area Planning?

Special area plans and neighborhood plans are intended to address the most complex and varying place based issues. They take a substantial amount of effort on the part of City staff and neighborhood volunteers, in addition to financial commitments. It's for these reasons that neighbors, elected officials and City staff need to consider carefully if and when an area of the city is ready for a more extensive and involved planning process.

6.1 Planning Division Work Plan Prioritization Process

Each year, typically in late summer, planning staff reviews their work plan with the Eugene Planning Commission. The goal is to focus limited resources on our community's highest priorities, and to use those resources as efficiently as possible while creating the best chances for each effort to succeed. In setting priorities, several factors are considered such as urgency, geographic and social equity, public benefit, consistency with values, policy and community vision, and readiness. Planning staff consider the needs of ongoing work and previous projects to help build detailed project outlines and estimate the needs of future projects as well as staff capacity to do them. Planning staff aim to provide the best professional planning service possible to our community.

Most of the Planning Division's high priority projects require considerable community outreach, a high level of visibility and often a degree of flexibility. Despite the best efforts of staff to carefully plan work, all of these factors can lead to unforeseen changes to the work plan. If the timeline or scope of a large project changes, additional resources may need to be identified or the priorities may need to be revisited.

6.2 Project Management and Communication

Eugene's planning team is committed to using best practices for project management and communication, and to improving them every day. These include project charters for larger projects that involve multiple partners. Most projects also require public involvement plans and project communications plans that detail how the project fits within the frameworks discussed above, such as the TBL (Triple Bottom Line, see p. XX) and ultimately help the community be as effective as possible in making important decisions about our future.

Appendix 1 provides a sample project schedule. Appendix 2 provides a sample process flow chart. Both of these examples reflect a typical neighborhood plan, although the timelines and milestones will vary between projects. They are included as an illustration of the length of time and complexity involved in a neighborhood planning process. The planning process, which in this case was anticipated to take 16-20 months, would be followed by a 4-6 month adoption process. Although every project is different, this reflects an ambitious, well-funded and well-prepared effort that builds on at least two or three years of capacity building by the neighborhoods involved. Other planning efforts of a similar scale have taken 2-5 years to complete. Our stated goal is to complete one neighborhood or area plan every two years.

7.0 Where do we go from here?

If you have read this far you are probably interested in improving your neighborhood and you are probably asking "what's next?" Start by revisiting the comparison of approaches and tools table (PG XX) to determine what approach you think best fits the challenge you want to address. Then use the assessment tool (Appendix XX) to determine your organizational readiness. It is never too early to reach out to staff in the Planning Division or Neighborhood Involvement (see section 5.3). We are here to help make all of Eugene, its neighborhoods, parks and special places, a great place to live. We are looking forward to working with you on your project!

Appendix A: Sample work plan/timeline

River Road - Santa Clara Neighborhood Plan
DRAFT Project Schedule

| Timeline | 2017 | | | | | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | |
|------------------------------------|------|-----|------|-----|-------|--------|-------|-------|-------|-------|-------|-------|-------|--------|---------|---------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----|--|
| | Apr | May | June | Jul | 1 Aug | 2 Sept | 3 Oct | 4 Nov | 5 Dec | 6 Jan | 7 Feb | 8 Mar | 9 Apr | 10 May | 11 June | 12 July | 13 Aug | 14 Sept | 15 Oct | 16 Nov | 17 Dec | 18 Jan | 19 Feb | 20 Mar | 21 Apr | 22 May | 23 Jun | 24 Jul | Aug | |
| Organizational Mtgs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Convene TAC for prep actions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Kick-off Meeting + Interview tasks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Create CAC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Convene joint CAC + other groups | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Create Topic Teams w/ scopes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Work Flows | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PMT mtgs (Monthly) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CAC mtgs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TAC mtgs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Topic Group (Focus Group) mtgs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| RRSC mtgs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TBL mtgs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feedback Loops | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Feedback on work items | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Feedback on VISION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Feedback on ACTION PLAN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Feedback on CODE + ZONING | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Planning Commission work sessions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| City Council work sessions (6 mon) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BCC updates/ memos (6 mon) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deliverables | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalize DRAFT Community Vision | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalize DRAFT Action Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalize DRAFT Code Amendments | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalize DRAFT Plan/ Zone changes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Adoption Process | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PC:work session | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PC: public hearing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PC: deliberations + recommendation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CC/ BCC:joint work session | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CC/ BCC:joint work session | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CC/ BCC: joint public hearing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CC/ BCC: deliberations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CC/ BCC: deliberations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CC/ BCC: action | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Common Initialisms and Acronyms:
TAC – Technical Advisory Committee (Experts convened to provide technical expertise and project guidance)
CAC – Community Advisory Committee (A committee made up of community members to provide project guidance)
PMT – Project Management Team
RRSC – River Road Santa Clara
TBL – Triple Bottom Line (Model and approach to decision making that considers the social, economic and environmental dimensions of sustainability)
BCC – Board of County Commissioners
PC – Planning Commission
CC – City Council



DRAFT Rx for a Healthy Neighborhood Group: Assessing your Neighborhood's Capacity and Effectiveness



Organizing and leading a neighborhood association is challenging and rewarding work. Neighborhood associations provide important benefits to their community, such as:

- assessing neighbor needs and interests;
- advocating for shared interests;
- initiating neighborhood-based plans; and
- bringing neighbors together.

Neighborhood work is also multi-faceted and requires that neighborhood leaders take on different roles - community organizer, facilitator, planner, parliamentarian, volunteer coordinator, minutes recorder, editor, policy analyst, lobbyist, event planner, fundraiser, etc. The overall effectiveness of the neighborhood association is dependent on the ability of its board and members to successfully fulfill these roles in a way that recognizes the diversity of people and perspectives that exist across any neighborhood community.

Whether you're just getting started, reactivating a neighborhood association, or have been active for a long time, it's good practice to periodically assess the health of your neighborhood association and the capacity of your board and members. Reflecting on your successes and challenges and looking ahead to how you can improve

How the Rx is organized

There are four sections in the *Rx*: Leadership, Outreach, Organization and Readiness -- a section for groups assessing their readiness for a neighborhood planning project. In each section, you'll see a series of statements that relate to the work of neighborhood associations. For each statement, please indicate how well you think your neighborhood association or board is currently performing. Provide additional comments or suggestions in the spaces provided. *And don't forget, HRNI is here to help you!*

your effectiveness will help you build and maintain a successful neighborhood association.

This *Rx* is a resource for your board and membership and isn't intended as a grading system. Our goal in developing the *Rx* is to help neighborhood association members identify their group's strengths and explore opportunities for growth in order to further develop their leadership capacity and improve the overall effectiveness of Eugene's neighborhood associations.

We hope you'll use the *Rx* to help your group identify opportunities to improve the way your neighborhood functions. Once the board (and others for added perspective) completes the assessment and discuss their responses, it's up to the neighborhood association to decide which components will receive increased attention, how and when.

The Office of Human Rights and Neighborhood Involvement plays a key role in supporting the work of Eugene's neighborhood associations. Groups that complete the *Rx* assessment and have identified gaps are encouraged to contact our office. We can assist you in identifying resources or training to increase the effectiveness and success of your neighborhood association.

Strong and effective LEADERSHIP is the foundation of a successful neighborhood association. Neighborhood leaders include the elected chairs/co-chairs or presidents, boards, committee members and those who take an active role in the association’s activities. An effective neighborhood board meets regularly and has full participation of its members. It includes different skill sets and interests and is successful in recruiting new members to fill openings.

How well is your neighborhood association doing?

Rate how well your association is doing on a scale of 1 – 3:

1. We don’t do this well OR have not addressed this issue.
2. We do an OK job in this area, and could improve.
3. We do this well.

| Our board or executive committee: | How are we doing? | Comments/Ideas/Suggestions |
|---|-------------------|----------------------------|
| | 1-3 | |
| 1. Contains a sufficient range of skills and experience to be effective neighborhood leaders | | |
| <ul style="list-style-type: none"> • Has experience working in groups | | |
| <ul style="list-style-type: none"> • Has leadership skills | | |
| <ul style="list-style-type: none"> • Can manage group dynamics and make room for many voices to participate | | |
| <ul style="list-style-type: none"> • Is familiar with group decision making practices | | |
| <ul style="list-style-type: none"> • Has experience in working with diverse communities | | |
| <ul style="list-style-type: none"> • Can facilitate discussions containing varied perspectives | | |
| <ul style="list-style-type: none"> • Knows how to work with other groups and agencies | | |
| 2. Reflects the diversity of interests and populations in our neighborhood: (race/ethnicity, ability, gender, socio-economic status, religion, age, whether renter or owner etc.) and/or has mechanisms in place to assess the needs of these communities and act on behalf of or involve the broad neighborhood community in the work of the association. | | |
| 3. Is knowledgeable about local government and how to influence decision-making. | | |
| 4. Has defined roles, supports a team approach , and shares the load equally. | | |

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| 5. Holds regular board meetings that follow a clear agenda that is available to our membership in advance of the meeting (see #12). | | |
| 6. Runs well organized and facilitated board meetings. | | |
| 7. Has all board positions filled with few long-term vacancies. | | |
| 8. Recruits and retains new leadership. | | |
| 9. Provides sufficient orientation, training, and support for new leaders and volunteers. | | |
| 10. Attends trainings and events as available to develop skills and knowledge (e.g., Neighborhoods 101). | | |
| 11. Has a process for managing funds and reporting financial information to the membership. | | |
| 12. Has a clear path for members to request agenda topics and to participate in the direction of the neighborhood association. | | |
| 13. Informs neighbors of upcoming meetings through post cards/newsletters, e-communications and other mechanisms. | | |

OUTREACH is an essential activity that helps you to represent the residents within your boundaries and strengthens the work of neighborhood associations. Outreach includes networking among residents and with other neighborhood stakeholders such as businesses, school parent groups, and other organizations. Outreach methods range from face-to-face conversations to newsletters and postcards, websites, listserves, and surveys. Social events are also a form of outreach and are a great way to engage people who might not otherwise attend neighborhood meetings.

How well is your neighborhood association doing?

Rate how well your association is doing on a scale of 1 – 3:

1. We don't do this well OR have not addressed this issue.
2. We do an OK job in this area, and could improve.
3. We do this well.

| Our neighborhood association: | How are we doing? | Comments/Ideas/Suggestions |
|---|-------------------|----------------------------|
| | 1-3 | |
| 1. Provides and makes accessible multiple ways (meetings, events, web, surveys, etc.) for neighbors to engage and offer their input . | | |
| 2. Uses our 2011 Neighborhood Analysis to understand our neighborhood demographics . | | |
| 3. Has clearly defined ways to reach the breadth and diversity of neighborhood members in order to fully serve the neighborhood. | | |
| 4. Develops strategies to reach communities that may not be engaged and/or participating consistently. | | |
| 5. Regularly assesses the needs, concerns and priorities of our neighborhood community. | | |
| 6. When seeking information or input from the neighborhood community, informs people about how their input will be used in the work of the neighborhood association. | | |
| 7. Maintains and uses an email list to communicate with our members. | | |
| 8. Produces a regular newsletter in addition to or instead of postcards. | | |
| 9. Has a web page that is informative and up-to-date. | | |
| 10. Holds at least one event annually that is social in nature and helps neighbors understand more about the association, its activities and how to be involved. | | |
| 11. Arranges educational or informational events or meetings. | | |
| 12. Utilizes information gathered from outreach activities to communicate neighborhood needs and priorities to the | | |

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| City and other community partners. | | |
| 13. Works with neighborhood-based schools and educational facilities. | | |
| 14. Works with neighborhood-based businesses . | | |
| 15. Works with other neighborhood groups or with other organization (non-profits, etc.) working in the neighborhood. | | |
| 16. Provides input at public hearings and before official bodies such as City Council, Planning Commission, Historic Review Board, or Human Rights Commission. | | |
| 17. Regularly assesses our effectiveness at reaching out to the neighborhood community. | | |
| 18. | | |
| 19. | | |

The strength of an **ORGANIZATION** depends on its ability to manage both internal and external challenges. A strong neighborhood association regularly assesses neighborhood needs, develops strategies to address those needs, and evaluates its effectiveness frequently. Strong associations reflect varied perspectives, resolve conflicts constructively, and conduct their work openly.

How well is your neighborhood association doing?

Rate how well your association is doing on a scale of 1 – 3:

1. We don't do this well or have not addressed this issue
2. We do an OK job in this area, and could improve.
3. We do this well.

| Our neighborhood association: | How are we doing? | Comments/Suggestions |
|---|-------------------|----------------------|
| | 1-3 | |
| 1. Knows and follows our charter , bylaws (where applicable), and working agreements or ground rules. | | |
| 2. Regularly reviews our charter , bylaws, and/or working agreements (at minimum, once every 5 years). | | |
| 3. Has a process to systematically identify neighborhood needs and set priorities , and uses that information to guide our work. | | |
| 4. Operates in a manner that welcomes new ideas and different perspectives. | | |
| 5. Has clear and agreed upon ground rules or working agreements for board meetings and general membership meetings. | | |
| 6. Has a clear process for making decisions and communicating the outcomes of our decisions to the membership. | | |
| 7. Effectively handles conflicts as they arise. | | |
| 8. Holds general membership meetings that are well publicized, welcoming, open, accessible and organized. | | |
| 9. Holds general membership meetings that begin and end on time and follow an agenda that has been provided in advance. | | |
| 10. Makes sure agendas and meeting minutes are accessible in a variety of formats (in newsletters, on the web, etc.). | | |

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| 11. Informs all neighborhood residents via newsletter or postcard about elections and how to become a board candidate. | | |
| 12. Holds elections consistent with our charter . | | |
| 13. Has clear strategies at general membership meetings to: | | |
| a. Welcome new attendees (greeters; introductions) | | |
| b. Learn about their hopes and concerns and what they hope to receive by participating (survey; comment cards) | | |
| c. Obtain contact information for attendees (sign-in) | | |
| d. Encourage their continued participation (follow up after the meeting, etc.) | | |

The section is designed to gauge your group's **READINESS** to initiate a neighborhood planning project. It covers your group's understanding of the issues and problems you are hoping to address, the process involved, how you'll engage your neighborhood community, who will be impacted, who will be involved in the project .

Is your neighborhood association ready to plan?

Rate your association's performance on each item on a scale of 1 – 3:

1. We would like some assistance achieving this goal.
2. We're still working on this.
3. We've accomplished this.

| Our neighborhood association: | How are we doing? | Comments/Suggestions |
|--|-------------------|----------------------|
| | 1-3 | |
| 1. Has clearly defined the problem we are trying to solve. | | |
| 2. Has a clear idea of the relative complexity of the issue(s). | | |
| 3. Has determined there is widespread agreement within our neighborhood association that something needs to be done. It is a priority for others in our group and neighborhood. | | |
| 4. We have reached out to a broad cross-section of people in our neighborhood to gather input on the issues and their potential solutions. | | |
| 5. There is agreement within our neighborhood about the best approach and the level of commitment needed. | | |
| 6. There are enthusiastic members willing to create a working group. | | |
| 7. Our group is ready and able to make a time commitment of regular meetings and activities for the duration of the project. | | |
| 8. Our group has discussed the challenges in sustaining this effort over time and we have a plan in place to maintain our commitment to the project. | | |

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| <p>9. Our group represents a broad range of interests in our neighborhood. Based on the results of surveys (or other means of gathering information) we understand who is in our neighborhood, their interests and needs and how they may be impacted by specific issues.</p> | | |
| <p>10. There is understanding within our group about who may be affected by this effort and those interests are involved.</p> | | |
| <p>11. We have the attention and support of our elected officials and other partners.</p> | | |
| <p>12. We have discussed our plans with relevant City staff for advice and guidance.</p> | | |
| <p>13. We are ready to work collaboratively with City staff and/or other agencies to create a plan.</p> | | |