

AGENDA ITEM SUMMARY
July 10, 2018

To: Eugene Planning Commission

From: Terri Harding, City of Eugene Planning Division
Rene Kane, City Manager's Office

Subject: Neighborhood Planning Guidelines

ISSUE STATEMENT

Eugene residents value our city of neighborhoods, and have engaged in community and neighborhood planning projects for decades. To better support these projects into the future and clarify process questions, Planning and Human Rights & Neighborhood Involvement staff have been collaborating on a set of Draft Neighborhood Planning Guidelines. At this work session, staff will present an overview of the draft guidelines as well as the community outreach completed to date. Planning Commission will have the opportunity to learn about the guidelines, and provide their perspective as to how they can be improved. Staff will return with a revised version that incorporates community and Planning Commission input later in the year.

BACKGROUND

Neighborhood and area-specific planning efforts are an important component of Envision Eugene that tailor the community wide vision to a smaller part of the city. Following the South Willamette planning effort, community members, staff, and decision makers engaged in conversations about how to best build capacity within the community, setting us all up for success in future planning projects. The goal of the Neighborhood Planning Guidelines is to establish clarity around Eugene's neighborhood planning program and support residents who want to improve their neighborhoods as the city grows and changes.

In early 2017 the Land Use Committee of the Neighborhood Leaders Council suggested Planning Staff produce a set of guidelines for neighborhood planning in Eugene, similar to an example they had reviewed from [Lake Oswego](#). In the spring of 2017, planning staff began working with the Office of Human Rights & Neighborhood Involvement to develop a document that would meet the community's needs.

The draft guidelines include the following sections:

1. Introduction
2. Policies and Frameworks
3. Tools and Approaches
4. Readiness Assessment

5. Building Capacity
6. Process for Neighborhood Planning
7. Where Do We Go From Here?

The full draft document is attached to this AIS and available on the [project website](#). As the guidelines are meant to be a resource and guide to future planning projects across the city, it is critical that we receive feedback from community members they are intended to help. Staff has begun outreach to neighborhood leaders and recipients of the Envision Eugene newsletter. We have heard back from 44 people, and while we appreciate these comments and they are helpful, we believe we need to continue the outreach process to get additional constructive criticism to improve the draft.

OUTREACH TO DATE

On April 24th staff published a first draft of the Neighborhood Planning Guidelines to the [project website](#) and launched an online questionnaire to collect feedback. Staff presented an overview of the document to the Neighborhood Leaders Council and encouraged attendees to take the online questionnaire. A link to the Draft Guidelines and the questionnaire was also sent to the Envision Eugene Interested Parties List and all neighborhood association board members who were encouraged to forward the link to the land use committees (where applicable) or other interested neighbors. The questionnaire was shared on social media and reminders to take the survey were sent one week before it closed on June 4th 2018.

Forty-four members of the community completed the questionnaire. Additionally, we received seven e-mails (all feedback can be viewed on the [project website](#)). Staff are in the process of reviewing the feedback received, identifying themes, and considering the best way to incorporate the suggested revisions. A preliminary summary is included below.

Feedback received through the questionnaire was mixed. On average, opinion on the overall structure, language, and utility of the guidelines was neutral. There were people in support, people who were critical, and not a lot of in between. Comments provided by respondents reflect the following themes:

- Several commenters appreciated the effort to clarify terms and processes, and encouraged getting input from a wide variety of people, including those not involved in their neighborhood associations.
- Some respondents thought that the tone of the guidelines should be more upbeat and encouraging so as to not discourage residents from undertaking a neighborhood plan.
- Some respondents supported retaining the term “Refinement Plan” instead of using the terms “Neighborhood Plan” or “Special Area Plan” and believed the draft guidelines misrepresented ORS 197.200 Refinement Plans.
- Some respondents indicated that the draft guidelines could be more succinct (the guiding policies and frameworks section in particular), while others requested more information in certain sections (engaging neighbors, neighborhood and area planning process, and

next steps).

- Some respondents expressed concern that planning processes in Eugene do not involve residents in a meaningful way and that public input is largely ignored. Some believed the draft guidelines reinforced this approach.
- Some respondents felt that the survey used to collect feedback on the guidelines was limiting.

NEXT STEPS

Staff will continue to review comments and will follow-up with respondents to better understand their concerns. Additional outreach will be conducted with residents currently engaged in the River Road – Santa Clara Neighborhood Plan. Staff will also consider feedback from the Planning Commission in revising and improving the Guidelines. We will return to the Planning Commission with a revised version later in the year.

ATTACHMENTS

- A. Draft Neighborhood Planning Guidelines
- B. Initial survey results and email communications received

FOR MORE INFORMATION

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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.

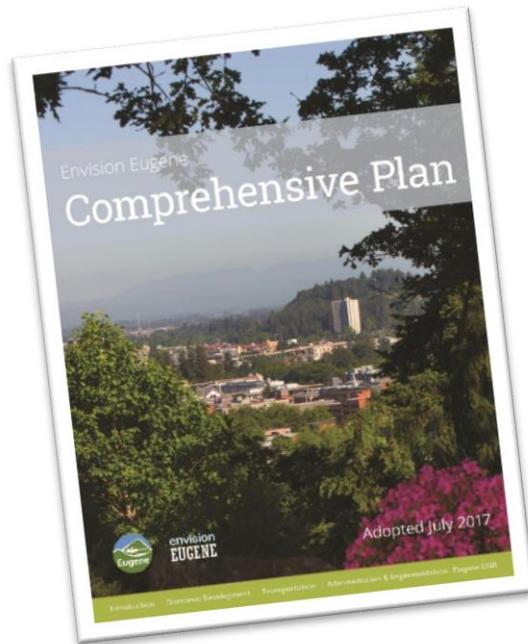


2.1 Statewide Planning Context

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.		

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		

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.).		

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.		

<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>		

Neighborhood Planning Guidelines Survey Results and Email Responses 4/24-6/4

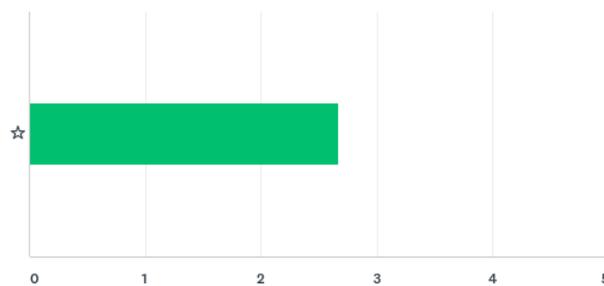
The Draft Neighborhood Planning Guidelines were open for review from April 24 to June 4 and forty-four responses were received. Respondents had the option to respond to just the first three questions to indicate their overall level of support, or to the entire survey. Many who took the survey did not respond to all of the questions. Summary results for each question are shown in the accompanying chart and full text of survey comments for each question are included.

Staff received several emails regarding the Draft Guidelines and they can be found at the end of the questions summaries. Also attached is an annotated mark-up of the guidelines submitted during the review process.

1. You can provide your contact information so we can follow up if needed (optional).

- 30 of 44 respondents provided their name and contact information.

2. Overall, these draft guidelines are useful and relevant.



1	2	3	4	5	Total	Weighted Average
Completely disagree	Somewhat disagree	Neutral	Mostly agree	Completely agree		
21.43%	30.95%	14.29%	26.19%	7.14%	42	2.67
9	13	6	11	3		

- How about a section for "what to do when the planners disagree with what you think should happen in the neighborhood"?
- These are open to subjective interpretation. They strike me more as a marketing tool for the City.
- Documents upon documents to review. It's hard to engage when there's so much to review.
- Just to a point, and then it sounds like the same rhetoric as before, with language that is general, without much teeth for the neighborhoods to set a plan for each association. The "we know best" approach from planning.
- It's very important to situate this community work within our larger identity. Also important to state clearly at the outset that the goal is to plan for community vitality and change, to steward resources effectively, and to plan for a more inclusive and resilient community going forward. Please consider this and the overall framing: "Eugene is a *community* made of up of many neighborhoods and special

areas.” Please use Introduction to this document to observe not only our differences, but all that we share: a future, a planning structure, funding sources, and significant challenges of equity, affordability, environmental quality, and opportunity. The Public Participation Guidelines referenced in Section 2.0 (Careful Planning & Preparation, Inclusion & Demographic Diversity, Collaboration & Shared Purpose, Transparency & Trust, Impact & Action, Sustained Engagement & Participatory Culture) offer a clear set of objectives to frame this document.

- “Eugene is a community made of up of many neighborhoods and special areas.” Please use Introduction to this document to observe not only our differences, but all that we share: a future, a planning structure, funding sources, and significant challenges of equity, affordability, environmental quality, and opportunity. Many areas of Eugene are not currently represented by active neighborhood groups. A very small percentage of the total population is represented among the community members who participate in neighborhood planning discussions. Less-active neighborhoods will continue to receive less attention and fewer resources if City-led efforts are not made to provide equitable opportunities and resource allocation. Please replace the term “neighbors” with “community members” throughout this document. Community-planning efforts are not limited to current homeowners and, locally, the term “neighbor” is typically used in reference to homeowners. Further, our planning efforts need to take into account the community capacity to accommodate change and future neighbors. To accomplish more inclusive planning, we can start by improving our language.
- While the goal of providing guidelines useful to the nonprofessional to understand City land use planning processes may be worthwhile, I think at the very least this draft should be revised and further drafts submitted for public comment before finalization. I get my local news primarily from the local print media, and managed not to become aware of the guidelines till last week. So I've had time to read them only once. I understand that today (June 4, 2018) is the final day for public comment. If that it so, I would ask how the existence of the draft and comment deadline were publicized. As to form and substance, it seems to me that to understand the guidelines reasonably well would be the work of a semester course of study. There is frequent reference to other documents and information sources, which must be consulted if one is to understand the guidelines. Especially important and unclear is the relationship the document intends to express between refinement plans, a term with a clear legal definition, and the proposed substitutes of "area planning" and "neighborhood planning." The guidelines appear to dismiss refinement plan creation or amendment as impractical; this is at best not helpful, and possibly quite destructive. An attempt to explain the law and process should not remove or diminish options currently available under the law.
- Please whatever you do, ensure that Neighborhood Associations are not acting above the recommendations of your staff. They have wielded too much power for too long. We did not elect them, we elected you. They don't work for the city - your staff does. They do not speak for all of us who live in these "neighborhoods" and are nothing more than bullies given power. Let's be fair and equitable in giving voice to the community.
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- I do not agree with your assessment about refinement plans. i do not think the state statue ORS 197.200 is confusing. I believe it is a viable, clear, and constructive way for neighborhoods to assess development in healthy way that really protects the neighborhood. The envision Eugene document is not clear and it is mushy. It states that it will protect, repair and enhance neighborhood livability on the one hand and on the other hand talks about compact urban growth , A refinement plan helps neighborhoods sort out what will work in a way that protect the neighbors. It is perhaps a longer process than neighborhood plan but gives lots of opportunities for neighbors feedback. The term neighborhood plans is a vague term to me and I do not support moving away from refinement plans, Refinement plans carry more

weight because it is mandated in state code. PS the stars do not work because you press one and 3 light up

- There are many excellently presented concepts in the Draft Plan, though little consideration for neighborhood refinement plans which, when completed, are authentic elements of the Comprehensive Plan. "An open and collaborative process" and "stewardship of resources" are among the key values mentioned in the Draft Plan. To reflect these values, neighborhood groups may prefer a binding refinement plan process with staff guidance and technical assistance made available. Neighborhood leaders were told a year and half ago by Eugene Planner, Terri Harding, that current Eugene zoning has the capacity to meet the State required 20 year (2034) projected housing needs. Binding community refinement plans are a means to achieving those projections and the goals of Envision Eugene. Refinement plans have equal 'weight' in the Comprehensive Plan, which also includes the Metro Plan and the Envision Eugene Plan. With Support Staff, a 2 to 3 year refinement plan process would allow for more neighborhood inclusiveness as compared to the faster track (16-20 months) which Staff suggests. In 2016, South Eugene neighborhood groups commenced meetings to outline a refinement plan process. The meetings ceased as Staff withdrew support and planning resources moved on to River Road area planning. I would like to see planning staff reconsider working with all interested City Neighborhood Organizations which elect a binding refinement plan process. Thank You, Deborah Noble Southeast Neighborhood Resident PS Star rating selection process did not operate correctly.
- A lot of reading about how you start planning and nothing about the plan
- There is an assumption in the guidelines that the current neighborhood associations are okay as defined and outlined. Following my experience with the South Willamette Special Area Zone process, it became clear that my NA (SHiNA) is too large and too varied to be able to represent all its residents fairly. And using Willamette Street to divide SHiNA from SEN is crazy. We are the same neighborhood whether east or west of that division. Furthermore, the economic differences between those of us who live in older vs. newer developed areas mean that we do not share the same values. These economic differences are huge and often lead to divisive relationships. Could the NAs be reviewed, too, for their usefulness and relevancy?
- I think this is a good beginning... there are parts of it that seem like they will be useful, especially Building Capacity and Appendix C. Appendix B seems way too busy and doesn't make me want to look at it. Appendix A is an interesting example I believe that other parts are incomplete... citizen involvement and the tools and approaches section. If this document is supposed to really be a guide, for helping a neighborhoods explore what it means, what is involved in undertaking plans.. then it does not provide enough information about the steps and one would have to go to other documents like the Lake Oswego Planning Document to really see what this would look like. My personal opinion is that NA/groups need to be able to see a document that fully describes steps, really for all the different approaches. I think the comment about refinement plans is misleading. Refinement Plans are very valuable approaches to neighborhood planning. Any planning approach that is looking to help identify the good and unique in a neighborhood, how to go better, and keep needs of city as a whole in the mix, while making sure that the plans are an active, legally binding document would probably go refinement. Neighborhood plans and special area plans can be aspirational only, they don't have to move to code. If this is incorrect, and neighborhood plans require code changes, depending on the plan, then please make that clear. There needs to be much greater discussion on what is citizen involvement, what about state goal 1? what about citizen involvement plans? On the table 3.5 for the SAP and NP under sponsors there is an "OR", neighborhoods or group of community stakeholders... and that means what? Especially in light of NORP.. When plans are being proposed by groups outside the neighborhood organization, it seems like there is potential for the "after fight".. seems like neighborhoods should be a part of those "stakeholders", who has greater insight than those who live and/or work in an area to be "planned"? I would think that SW-SAZ showed this phenomenon. But I do think this is a good start, I would just

encourage greater information if it is actually going to be a useful document to those folks interested in engaging in discussions of planning in their neighborhoods.

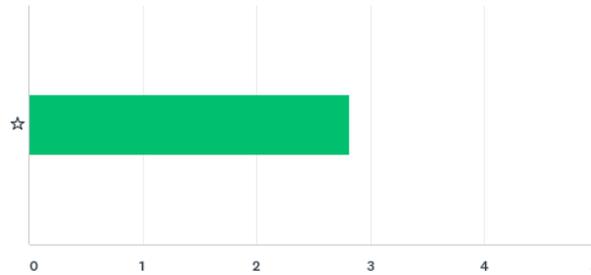
- It doesn't mention that a neighborhood might have to wait more than 5 years for a planning process that was promised in Envision Eugene!! Useful and relevant hardly matters when the planning people don't have the money or the interest or the direction to engage neighborhoods!
- The most helpful info is in section 3 - esp. The table. I also found appendix A better explained the process (it was a nice overview) for neighborhood plan than the paragraph version of the info. Section 5 is better covered by neighborhood 101 style resources. Over all it didn't feel clear in purpose.
- There are some good concepts in the document but generally it is not useful. I think the way the guidelines are written are condescending and are an attempt to discourage neighborhoods from initiating a planning effort. There are plenty of excellent planning tools on the market that support electronic communication and can be customized to unique situations. Why are the planners wasting money by re-inventing the wheel? How are other cities going about creating neighborhood plans? Section 5 was interesting. The planning department should follow these guidelines with their projects before asking neighborhoods to. Never, ever do another Chadwick type session. If you want to collaborate with neighborhoods, fine, but don't just listen and then go off and do whatever you want.
- Not specific, looks like a rehash of 1970s / 80s And not relevant to the changing times. After reading, I am not sure the senior city planner is qualified. This document should show "one foot in the grave and the one foot in the future." No logic or explanation for statements much less what is taking place in other cities. No clear and precise definitions and allows for too much ambiguity.
- I understand that these guidelines were drafted to provide some boundaries for presumably well-intentioned neighbors, and avoid any one person, clique, etc. from pirating the neighborhood planning process. However, I can't help but feel that this still feels a bit top-down, rather than facilitating truly broad-based, grassroots planning efforts that would engage and energize the neighborhood and foster community among its neighbors. That said, I'm short on any specific changes and only ask that staff be humble, serve as facilitators and let the people lead. This was the ethos when so many of the city's original neighborhood plans were developed in the wake of SB 100, and hopefully our modern-day planning would have the same spirit.
- Neighborhood refinement plans or special area zones ought to be the model, and done city-wide to honor the uniquenesses of each specific area. This pabulum is typical of city staff. Completely meaningless in the real world.
- "This survey is our principal way of learning how the guidelines resonate with the public. Your feedback will shape the final draft of these guidelines." Planning needs to engage in actual dialogue with neighborhoods instead of learning what the public thinks using manipulative, propagandistic materials, events, surveys, and small-sample public comments. Planning needs to engage in actual conversations with neighborhood residents and leaders, if Planning genuinely wants to hear and understand the views of neighborhood residents and leaders. These guidelines represent the typical glib, "happy talk" seen in Planning Department propaganda. Neighborhood representatives genuinely wish to communicate with Planning, not be fed pre-chewed, manipulative propaganda. If you have difficulty grasping why neighborhood leaders are unhappy with Eugene City Planning, we will be glad to sit down with you to discuss the many topics that need to be discussed.
- The proposed guidelines are simply NOT ACCEPTABLE. It makes no sense that you would want to dismiss the time-tested and effective methods of REFINEMENT PLAN creation or amendments as a practical alternative. The City has successfully used MANY refinement plans in the past to engage true community member participation. It seems clear you are attempting to shift power away from the residents in your new proposed approach. The refinement plan offers a concise procedure for ensuring residents direct the process for their neighborhoods.

- Many of us lost trust in the planning department when they tried to rezone the south Willamette area without sufficient involvement from us. They've not adequately breached that gap, so we watch them carefully so they don't act under misinformation, such as the "Middle Housing" myth.
- The guidelines are in depth, comprehensive, and well organized. The draft contains a wealth of information; and, provides both a compass and backbone to understanding what are the goals and processes that drive this aspect of our government. The guidelines are useful to persons wanting a thorough outline of the processes and who has the time to read an academic/government report. It's an important piece of work for those interested in policy and want the "nitty gritty." Determining if it is useful, for me, depends upon which audience is being targeted. If this draft has been written for the general public, who largely has not completed college or been away from school for awhile, or been consuming a steady diet of short words and sentences via social media, the focus required to complete this report may significantly reduce the percentage of readers. Some of the hurdles I see for the general public include: Dysfunctional illiteracy, the inability to focus upon an in-depth article due to education, interest, or time. I would recommend an executive summary, or different vehicle to address a wider audience in addition to this report.
- I think it provides a great overview, is well written and easy to read, it has a logical organizational structure, and provides appropriate links to external sources. My only constructive criticism is that some sections could be expanded, e.g., community engagement, neighborhood and area planning process (6.0)
- The brochure is easy to read but unfortunately doesn't address the hypocrisy of city government. In particular, the planning commission fails to inform NLC on agenda items, moves at their own direction, and appears to look out for builders and land developers. I would think the brochure should address working with city of Springfield and Lane County Government. We are providing \$1 million to homeless needs (bandaid) and allocating \$7 million to reducing noise from 7 crossings to 3. City is asking for \$31 bond issue for parks but no bond issue for homeless.
- I only had time to read through one time but I did not get a sense of empowerment from information so far. I am thinking in terms of neighborhood planning not just a project plan. I was puzzled by some of the terminology. I also got a sense that neighborhood planning is being discouraged because its too hard.
- I think the language in Neighborhood Plan or Special Area Plan is a bit too scary and pessimistic, it should realistic but encouraging. As written (overall), it will scare most NAs off. Also, the section on refinement plans is not very accurate, as it has the same controlling effects as land use code and has as much weight as the Metro Plan or EEP.
- Thank you. Just a bit tedious to refer to all the foundational/reference links, but glad to have them all in one place.
- I like very much the 2 page chart showing 4 alternative tools. Very useful because we are interested in a Neighborhood Plan for our area.
- With all due respect to the people that drafted these guidelines (and I'm sure a lot of work was put into the project), they miss the mark in one important way. I DO believe that city planners should listen to input from constituent stakeholders. And I understand that, in Eugene, failing to do so creates numerous headaches for city staff. But I also have first hand experience in "planning by community committee". It's neither efficient nor effective and simply allows those with the most time or the loudest voice to determine the outcomes. And the final result is often a camel ("a horse designed by a committee") attempting to incorporate enough of each suggestion to placate the participants. Lastly, the cost for such decisions (either in payments made, taxes assessed or opportunities foregone) are often not borne by those making the decisions. But my greatest concern is that neither the planning guidelines nor the entire Envision Eugene process affirms, or even acknowledges the existence and primacy of individual property rights. I believe this is a major flaw. Somewhere in the documents, in addition to espousing

sustainability, diversity, inclusion, affordability, livability, triple bottom lines, collaboration, public participation and the rest, should be a clear statement affirming this cornerstone principle. Citizen input groups need to be regularly reminded of this lest they believe their own, personal whims and wants should take precedence. There's no better place to remind them of this than in the foundational documents. Land use planning necessarily involves the intersection of individual property rights and community needs. This balancing act is best performed by the property owners and the city staff (who are at least in theory accountable to the public) with an appeal to the courts, if necessary.

- Unfortunately, The Planning office has already determined its desired out come of building growth for the Eugene Area. The public planning action and meetings are designed to try and gather individuals to give them a sense of partnership and inclusion, however their input will not change the fact that the Planning Office is determined to build more and more. Unfortunately growth is like cancer eating at the heart of our community. Sometimes things are best left alone. That is what makes Eugene Great. Having worked in the Natural Resource field for state agencies for most of my life I have realized that the more intervention the more problems. If we would just let nature take its course things would be better, but then I would be out of work. I feel the Planning Department is the same, You require growth to have your positions so you plan for it. It is a false assumption that growth is needed, This is the idea or thought that needs to change. Once this core idea is deleted from your heads. I would be interested in participating in planning meetings and discussions. However I do not want to waste my time, working within a system that is truly not open to change or different opinions, but just minor revisions of their already designed plan. There is no need for Eugene to become Portland, and those who would like to see that can just move up North. Leave Eugene Alone. I use to be able to see the Butte driving around town and I could point to our kids, Look that is home. Now all we see are tall apartment buildings, while stuck in traffic. I hope those developers feel good with their lined pockets destroying this community for the sake of money. It is shame that the local government is just a puppet for those who have the resources to profit from such construction and development. I hope whoever is reading this feels their life work has a sense of purpose, and you actually do something with your life to make a difference in the world other than just being a mindless zombie for the system, just for the sake of living.
- These draft guidelines are an example of micro-management and bureaucratic doublespeak. In my neighborhood, the city has been unresponsive to our needs.
- I've provided the staff a copy of the NLC meeting packet, including the draft planning document with embedded PDF comments. There is a lot of good material in the document, but at the end of it where the question is posed "What next?" no one who takes the document content at face value will give any consideration to a "Neighborhood Plan" or "Special Area Plan." There are so many places where the document declaims that these are "complex," big, lengthy and implicitly beyond the capacity of poor little neighborhood organizations. This a very false and misguided bias in the document. The simple truth is that if you want to put in place any significant, legally-binding development standards for area(as) in your neighborhood, then its going to take about the same amount of time whether you pursue an "Action Plan" or a refinement plan. If there were a supportive, competent planning staff, a good estimate is two years end-to-end. In addition, the document gets the relationship of comprehensive plans and refinement plans entirely wrong. While this might be viewed as just a "technical" issue, it is critical to get right. The simple point is that a refinement plan is every bit as much an element of our comprehensive plan as is the Metro Plan and Envision Eugene Plan. Most importantly, refinement plans DO control the "what, where and purpose" of development -- a point the document incorrectly states is just done with land use code. Unless revised appropriately, I would NOT RECOMMEND this document to aspiring neighborhood leaders.

3. Overall, these guidelines were written in plain, clear language.



1	2	3	4	5	Total	Weighted Average
Completely disagree	Somewhat disagree	Neutral	Mostly agree	Completely agree		
20.93%	20.93%	25.28%	20.93%	11.63%	43	2.81
9	9	11	9	5		

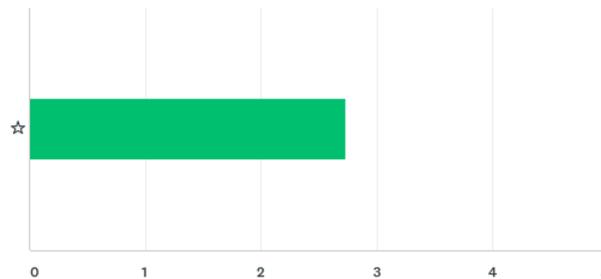
- Triple Bottom Line section is especially useless (as is the Triple Bottom Line). The guidelines don't give a reference to where the mere mortals not in the planning department can use the tool, or give an example of the results of the tool. One example sentence: "The questions in the TBL tool capture much of what planners already consider but in a more systematic and deliberate way that integrates the City's goals across departments." This seems to me to say it all. The Triple Bottom Line is designed to give answers that the planners (or university planning department) want to see. In my opinion, the Triple Bottom Line is so subjective and subject to bias that the outcome is rendered useless.
- While it is generally clear, it is, as I have said, subjective in almost all respects. To be clear, it can be interpreted in different ways, and while it may sound good, it is easily skewed to the City's position.
- There's a lot of language that I don't understand. Lots of interrelated information that is hard to parse. Doesn't seem to really invite comment.
- lots of jargon with ambiguous statements that can be interpreted to whoever liking for their wanted outcome, ie. city
- Very important to lay our clear structure and process that community members can easily understand. Please replace the term "neighbors" with "community members" throughout this document. Community-planning efforts are not limited to current homeowners and, locally, the term "neighbor" is typically used in reference to current homeowners. Further, our planning efforts need to take into account the community capacity to accommodate change and future neighbors. To accomplish more inclusive planning, we can start by improving our language.
- The Public Participation Guidelines referenced in Section 2.0 (Careful Planning & Preparation, Inclusion & Demographic Diversity, Collaboration & Shared Purpose, Transparency & Trust Impact & Action, Sustained Engagement & Participatory Culture) offer a clear set of objectives to frame this document.
- There is considerable language that seems to me either to be jargon, in the sense of terms of art relevant to planning professionals, or in any case, to be unclear. The guidelines should be reviewed

specifically with a view to maximizing use of words of one or two syllables. A glossary might help, in part by requiring the development of clear and concise definitions. Incidentally, the photographs are superfluous and presumably entail a cost. In particular, the title "Eugene Parks System Plan Outreach" on p. 14 has no obvious relationship to the photo under which it appears. References to the attractiveness of Eugene and the good intentions of the guidelines are distracting, clutter the document and detract from its usefulness as a reference.

- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- In general the guidelines are fairly clear except section 3-Tools and approaches As I stated above your assessment of refinement plans and trying to use neighborhood plan is incorrect and does not afford much protection for a neighborhood
- TMI about preparation for planning and not enough info about the plan
- While the language is clear, not everything presented is properly defined or explained. What is affordable, livable, sustainable? We hear these words often but it seems that they are best used to promote redevelopment. What about already affordable, stable, livable, and sustainable older parts of town? Why are these areas typically targets for destruction -- and gentrification?
- I do think the language is pretty good, easy to follow. I appreciate the links to other documents. Page 5 first line under Envision Eugene is kind of cheesy and seems out of character for a document providing information. There are many that would disagree with the comment "after a groundbreaking community dialogue", and what in the heck is that saying.. provide data if going to be using that
- Yes, plain and clear but so often dishonest!! -- .."neighbors and City staff work together to support the livability of our streets, neighborhoods" Unfortunately City staff seem most often to be working on efforts that diminish the livability as well as the viability of neighborhoods. The kind of statements as above lead the reader to not trust the usefulness of this document. "We are transparent, inclusive and objective in every planning process" -- language like this is so utterly untrue as to make the reader want to stop reading.... please, we're not stupid. We see what's going on in the City.
- It is way too long, uses paragraphs when bullet points will do, and sometimes comes across as condescending. Section 4 in particular read like more like "this is hard, you should think twice before doing this" than actually passing on helpful information.
- What the hell is "capacity building"? Is this the latest buzzword, like "missing middle housing"? At least MMH seems to have a somewhat obvious meaning. You need to do a better job of defining terms. Too much motherhood and apple pie with a lot of BS mixed in. When I read the 5 key values I had to laugh. Is the planning department's perspective so wrapped that they actually believe they do these things.
- Too many opportunities for wide range of interpretation. Looks like someone with very little understanding of real issues explains the problem, discussion, different courses of action, recommendation based on positive and negative attributes. Need to explain the background in far better detail.
- Good job, but you may want to scrub this again to eliminate vestiges of planner-speak, and otherwise consider the tone - you don't want to be perceived as talking down, but talking to, the public.
- I can read and understand the meaning, but the reader is not Little Bo Peep. There are significant issues facing all Eugene residents and since each neighborhood is different, areas of concern vary among neighborhoods. For instance, there is no R1 in Downtown, so changing R1 zoning is not particularly important to residents downtown.

- The language is reasonably clear, although there is built-in ambiguity making it sound as though residents retain power like they used to with the actual refinement plan model, when in actuality this proposal undermines residents' power in the process.
- Please see comments from survey question #1. While this report is written from my perspective in plain, clear language, I do not believe a significant portion of the population would agree, or have the time, focus, or education to complete this report. Most people care about their neighborhoods or at least about how they are impacted. I think this draft is important, substantial, and a great teaching tool. However, I do not see the average citizen reading this report.
- Much of it is fine, but I did find some terminology that left me scratching my head.
- Verbiage at a high school reading level.
- The language is plain, but there is far too much of it. To pick just one example at random, I read "Engage the Business Community" and skim/skip the verbiage. Or "Fairness and Respect for All." Etc. And I am a patient reader. I cannot imagine our other Board members reading this. Sorry to be blunt.
- Too Much Info, How much money was spent on trying to get the public to agree that it is ok to destroy our community by continuing to build.
- Again, the guidelines are a mix of euphemisms such as "deep listening" that simply amount to lip service to residents while the Planning Commission and those with an economic interest in development actually run the city.
- The expository writing style is fairly competent. However, that does not compensate for the integral bias that the language expresses.

4. Overall, the structure of these guidelines was logical and I was able to find what I was looking for.



1	2	3	4	5	Total	Weighted Average
Completely disagree	Somewhat disagree	Neutral	Mostly agree	Completely agree		
19.51%	21.95%	31.71%	19.51%	7.32%	41	2.73
8	9	13	8	3		

- "4 of 10 answered", but it now asking me to submit. So, I'll paste in my other comments here. Errors: Page 14: "A summary of his ideas can be found here." There is no "here" link. Page 15: focusses or

focuses? The double s looks wrong to me. Or maybe use “hones in on” instead. Page 17: 1. “Triple Bottom Line, see p. XX” – I think that XX should be 6. 2. “Appendix 1 provides” – I think that it is Appendix A, not 1. 3. “approaches and tools table (PG XX)” – needs a page number (I think 10). Also, you use “p. XX in one place, and “PG XX” here. Be consistent. 4. “assessment tool (Appendix XX)” – needs an appendix letter (I think C). Page 15 on the Business Community: “If engaged early and earnestly, businesses have a lot to offer the planning process and eventual implementation.” I agree with this statement, but the neighbors whose properties could potentially be rezoned should also be engaged “early and earnestly” (not just the few community activists, but the people whose property will be subject to rezoning). Page 16 on Meeting with Staff and Process for Neighborhood and Area Planning: In my experience, if what the neighbors want is opposed to what the planners want, the planners will ignore you. Case in point: South Willamette Special Area Zone plan. When enough people complained about the forced rezoning, enough so that the plan was dropped, there was a large contingent of neighbors that wanted to continue and create another plan that took the neighbors’ concerns seriously and provide a refinement to the Metro Plan (so supersede the Metro Plan). We were told that the city didn’t want to invest their time in this. Instead they are changing focus to Santa Clara and River Road area, so they can snooker that set of neighbors instead. “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.” In my experience this means that an area will only be ready when neighbors go along with everything in the planners’ dreams – and they are waiting in SW-SAZ for the current group of neighbors to die off or move out.

- Does that matter? I wasn't looking for much, and that's pretty much what I found. Some things are here others are missing. And in working as a neighborhood leader in the early 1980s, and in other ways on more recent 'plans and projects' I have never found the City to be interested in the Neighborhood Association's position unless the NA's opinion matched what the City wanted. And the City sometimes went to considerable effort to 'manage' the NA's position. The NAs are a tool for the City, not for the neighbors at large.
- Takes a bit of time to find what one is looking for. Is that intentional?
- quite long but organized
- Is demographic data being collected on the comments associated with this document? Is demographic data being collected on current neighborhood involvement? If inclusion and successful planning are our goals, we would be well-served to collect data that illuminates who is currently participating in planning processes, how neighborhood processes have dovetailed with community goals, and where additional outreach is needed to ensure the community needs and opinions are being accurately reflected. To that end, please incorporate public engagement metrics—demographic, housing security (renter, homeowner, homeless), and household composition, for example—with preliminary planning and all work requiring City funding. Many areas of Eugene are not currently represented by active neighborhood groups. A very small percentage of the total population is represented among the community members who participate in neighborhood planning discussions. Less-active neighborhoods will continue to receive less attention and fewer resources if City-led efforts are not made to provide equitable opportunities and resource allocation. More inclusive process with defined metrics for engagement and clear consequences/costs are needed to effectively assess planning efforts that reach beyond discrete community projects into longer-range planning (Neighborhood Plans) that may impact generations of residents. Currently, many people feel that “neighborhood planning” has become the realm of a few loud voices. It is perceived to be dominated by the concerns of older, white, more

affluent, retired homeowners. We need to take serious steps to improve this situation and perception, as it repels actual engagement. It is important that our community planning efforts hear from and plan for the interests of many demographics and perspectives. Estimated financial cost should be included with neighborhood planning efforts, to help community members understand the financial context of efforts.

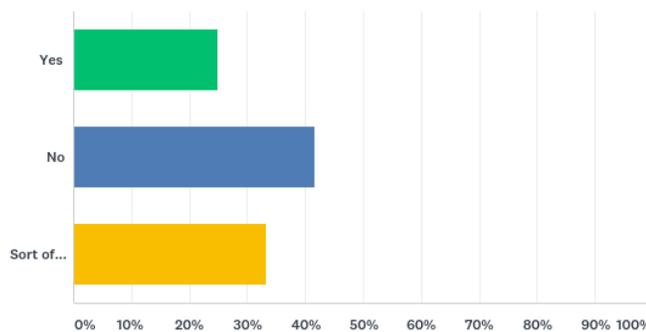
- I think that even on the one reading I was able to give it, the structure is logical. Whether a coherent narrative from start to finish emerges from the document is unclear on the time I've been able to devote to it, in part because of a certain amount of superfluous material; the document's attempt to sell itself, so to speak, makes it unnecessarily long and detracts from its clarity. Please see further, answer to No. 3 above.
- Again, less power to NA's
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- I must have been reading the wrong thing. I did not see any "plans"
- I wasn't reading to find something specific, but I might be at another time. Maybe an index would help when the content is in printed form.
- Too little... what is this document really supposed to be providing.. high level descriptions, or meaningful description of what is involved in various planning.. Citizens need to have clear and full description of what they can expect to be doing, really for all the approaches. Talking with staff is integral, I understand, when exploring taking on these kinds of projects but my experience has been that staff is not always clear and consistent with their descriptions/discussions and when a citizen doesn't know what they don't know, talk is not always the best learning tool. Having a document that lets citizens be able to track these various plans and what they entail, that provides pathways that stimulate discussion with staff is far better for educational purposes and for developing trust and good working relationships with all participants.
- I glazed over once I realized that the likelihood of getting anything like a planning process begun with Planning staff was highly unlikely -- logical probably but didn't really matter. Actions speak louder than words in this case.
- The purpose of each section was not super clear and the paragraph format made it hard to quickly find information. Section 1 could be much much shorter. Section 2 has interesting info but just reads as a laundry list and I am not sure what is truly important to consider. Section 3 has the most important info and should be worked for clarity. The table in 3.5 and appendix A are really good. I would consider removing sections 4 and 5 completely and point folks to other more comprehensive resources.
- Documents like this do not help to build relations with the neighborhoods. Please work with us on a collaborative basis to solve problems. Don't tell us what we already know or do what you think is best for us. If you think my comments are too blunt, it is because I'm tired seeing reasonable discussion ignored. I am unwilling to participate in a planning effort unless the result is a legally binding set of standards for the neighborhood. If your vision is different we have a conflict.
- No roadmap, no beginning and no flow of how we are going to obtain the goal / objective / Requirements. Definitely no cost associated with the "no plan" as the reader reviews the document.
- Neighborhoods do not like to have "area plans" imposed by Planners who think they know what is best and wish to impose "one-size-fits-all" planning. Planning really needs to get a fresh perspective and recognize that genuinely working with neighborhoods will yield better, less-contentious results, faster than the present system used by Eugene Planning, which is promote lots of "happy talk", using

documents with "pretty pictures" (that frequently relate to bare land development -- not from changing existing neighborhoods). The responses to a given survey will not be vast. They may represent the spectrum of public views (I am not an authority on surveys and their results), but I believe Planning will receive better information from round-table discussions, where there has been amply advertised opportunity for members of the public to attend. Having ten tables talking, where the comments vanish into thin air are not the solution. All attending need to hear all said and all said needs to be recorded so that the essential information can be incorporated into the resulting thinking. Maybe through the creation of some record that can be circulated in draft and then a final document created. The final take-away is that neighborhoods want to be in control of changes to their neighborhoods using neighborhood-centered Neighborhood Refinement Plans not Area Plans, which are the "bright ideas" (whether genuinely the best thinking or not) from "experts". There are many voices in the public conversation that echo and support planning efforts across the country. Many cities have preceded us in adopting some of the "bright ideas" and we can learn from the feedback we hear from those other cities. Let's use data, rationality, and common sense instead of following failed ideas. A genuine partnership between individual neighborhoods and the City Planners has the best chance of removing "barriers" to growth. I think the fancy booklets Eugene Planning creates are a waste of money -- they seem more like propaganda than genuine information communication. Eric Brown, I believe you heard and saw the presentation by Eben Fodor in the Atrium. That is an example of information communication coming from the public. How many City Planners attended and thus had an opportunity to hear and potentially benefit from what Eben presented? Council has stated that a full airing of information about Middle Housing is needed. There was a lot of good information presented during that talk, including photos from Portland where "middle housing" has been inserted into existing residential neighborhoods.

- In general it was logical (the stars do not work)
- The whole process appears overwhelming and complicated for a citizen not already deeply involved - not to mention time consuming to a person who works full-time. I never see any simple quick surveys with proposals for actual plans in my neighborhood. Just a ton of meetings and complex plans - mostly far along in the process. Seems designed to discourage citizen participation.
- What's missing is how long the process can go on, when there is opposition. Background: I was involved in the Oakleigh Meadow Cohousing development (28 units) for 5 years. Personally, threw in the towel and moved into the Arcadia development (28th and Friendly) last summer as it appears an appeal can just continue in the process without resolve, as long as people are willing to spend their money to continue to do so. Process seems very good, until you get stuck in it, so I have lost confidence in the City and or neighborhoods to do much that is innovative.
- See comments in first box. I guess I should have read below before adding prose!
- Short on listing major issues and obstacles and a path to solutions
- I understand the deadline for getting this feedback is tomorrow (½) and I only was able to read through once, maybe a second time would be more fair to the process, but my first impression is that the earlier parts of the document are more developed than the later parts especially info about neighborhood planning seems skimpy. I was also left wondering how the public is to respond to planning that is imposed rather than planning that springs from the neighborhoods.
- Read it for overall information, so was not looking for any specific point.
- By skimming ruthlessly, I can find what I need.

- Too much information, Unfortunately there is not time for most working adults to be able to attend these meetings. Especially when you are not open to any real change, other than minor tweaks of the already planned development.
- While the structure was "logical," it had significant errors, was biased against Statewide Planning Goal 1 and refinement plans, and lacked more "real-world" advice. The state document, "Putting the People in Planning" is MUCH more useful.

5. Section 2 is intended to clarify the policies that guide area planning in Eugene. Does this section provide enough information to understand the policies?



Answer Choices	Responses
Yes	25.00% (6)
No	41.67% (10)
Sort of...	33.33% (8)

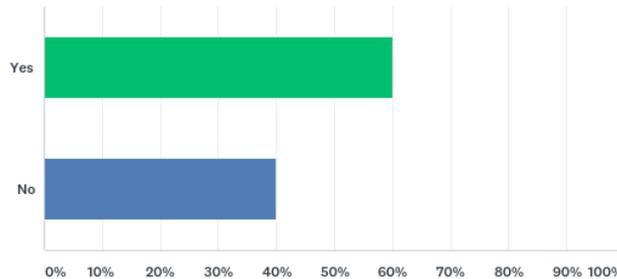
- Triple Bottom Line doesn't have enough information. Public Participation Guidelines were developed in 2011 (over 9 months with public participation - but how did they know what type of public participation was necessary to get information on public participation?). We saw how effective the public participation was done for the rollout of the South Willamette Special Area Zone (i.e., it wasn't very effective). So maybe the public participation guidelines need to be revised.
- I say sort of because just when we understand, the council pulls the rug out from everyone and changes things.
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- Too much info on this.
- You could see my answer in #2 but I think more specificity is important. If the intent of this document is to help non-planners become part of the planning team, even as links to source documents is good and important to include, sometimes those documents are very legaleze and in the end, what does it mean and how is Eugene going to tag into them or are they? (CIP?) Public involvement is way too weak... leaves an out for the city. Citizen involvement is one of the biggest pieces of this.. with good involvement, especially from areas under 'plan' is critical to the success of a plan. I feel like the city is

saying this is way too hard for the "average josephine"... collaborative, listening, sharing.. I don't think this and that what drives public involvement is covered clearly enough.

- See answer to question 4.
- No conformance to Requirements - no clear definitions and definitely too much ambiguity. What are the policies Why the policy When (transition period) Where the policy is most applicable. Downtown is a different environment than suburbs. Most import "how" is this to be funded ? Cost with the decision. Looks like, feels like a lot of unfunded mandates.
- This does a fairly good job of explaining, although the triple bottom line is still a little vague to me. IT is very interesting to see these guidelines because I do not feel as if the city has been doing a good job of inclusiveness and transparency, Especially right now with the consideration of new zoning process . I think the city is trying to fast track the process and give neighborhoods a short change. The NORP policy talks about this so I question why the city is only letting 4 neighborhood leaders be represented at the HB1051 workshop concerning SDU's
- Refinement plans need to be more seriously considered.
- The draft neighborhood planning guidelines fail to present an accurate local context. In Section 2.3 City Council Guidance, the guidelines fail to mention the 2015 Council Resolution 5142 declaring the housing and homelessness crisis or the 2017 formal adoption of Eugene's UGB expansion. Resolution 5142 and the 2017 adoption of Eugene's UGB expansion appear to be in direct conflict of one another. Who has the responsibility to reconcile this conflict within our neighborhood; City Council, staff, or neighborhood organizations? What tools or approaches are available to the neighborhood to reconcile this conflict?
- I think 2.2 and the discussion of Envision Eugene could be more robust. If Envision Eugene is intended to be the primary pillar/road map for future planning then people need to understand its content and how it should be utilized
- Need a flow chart showing who does what, checks and balance and ensuring Conformance to Requirements. Flow chart will identify how the different agencies interact. Take planning commission approves SDUs, does public works do an impact statement on sewage, road traffic increase, water pumping requirements. Does this information go to budget commission to allocate more resources. I see a lot of unfounded mandates.
- I am sure the information is there, but far too much of the language is repetitive and overly general. Take a paragraph from NORP that's quoted: 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. All of it is information that's stated elsewhere. So edit it out! Again, just one example.
- Policy should be no change.
- The truth is that area planning is guided by developers. The city rubber-stamped all developments without regard for neighborhood safety, environmental protection or the viability of existing infrastructure.
- Here are comments for Sections 1 and 2, by page number -- refer to annotated PDF document: Section 1. Page 1. s/b "harmonizing" -- "balancing" puts them in opposition. What about advocacy for effective influencing of staff. EPC and council? Need the same for planning staff. Need the same for planning staff. What about neighborhood-initiated projects? Page 2. Yeah, like staff did with the proposal for a South Willamette refinement plan! Section 2. Page 3. What about the value of our

various neighborhoods, each with its own physical and community character? These are in statutes (ORS) and administrative rules (OAR). Enumerate. Call out Goal 1, including CIP and CCI. Reference state's booklet ~ "Putting the People in Planning." The drawing incorrectly shows the relationship of comprehensive plans and refinement plans. The Metro Plan and/or EE Plan, as well as RPs, are all PART OF the comprehensive plan. Page 4. s/b "general plan, i.e., Metro Plan" Again, incorrectly calls the Metro Plan and EE the "comprehensive plan." Important to clarify that while the general plan is transitioning, the RPs are being carried over as part of the Eugene comprehensive plan. "harmonized." BTW, "harmonized" is also a case law term of art related to how statutes and code are interpreted. Very "telling" bias here that somehow neighborhood goals are oppositional to "broader goals." Should include some of the most important adopted policies, including: "Vision Zero" and "Opportunity Siting." Page 5. Attempt to explain what difference this makes when staff simply ignores the elements they wish to, in both planning processes and quasi-judicial processes. No force of law in this vaunted document. "harmonizing" (not "balancing") Page 6. Just city staff? What about EPC, CC? What about neighborhood members? Attempt to explain how the TBL supports neighborhood stability and livability? No force of law. Thanks for reminding us, "Mom." Clearly condescending tone. What about how the NORP EMPOWERS neighborhood organizations? It's there in black-and-white -- the neighborhood organization -- with the ASSISTANCE of professionals -- MAY DEVELOP neighborhood plans! Page 7. "refinement within the comprehensive plan" and have the force of law Right. Like with the SDU process? These guidelines don't provide the necessary, on-the-ground guidance for conducting effective processes and measuring effectiveness.

6. Section 3 describes the planning tools and approaches that are available to address neighborhood issues. Do you still have questions about the tools and approaches that are available?



Answer Choices	Responses
Yes	60.00% (15)
No	40.00% (10)

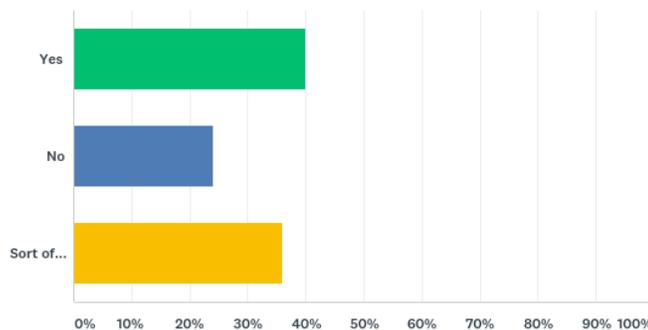
- You should include that Area Plans and Neighborhood Plans has a legal standing as does the current Metro Plan. When the Metro Plan and area/neighborhood plan (the old term refinement plan) are in conflict, it is my understanding that the area/neighborhood plan would supersede the Metro Plan.

The Action plan doesn't have any legal/enforceable standing. People should know that ahead of time.

- Funding, decision making.
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- More information on the two bigges... Are there others?
- What are the chances that a neighborhood would ever be given the opportunity to work with staff on one of the more serious area planning projects??
- See answer to question 4.
- SAPs and NPs are really the same just geographically slightly different. It seems the effort to create either of these is similar, so why not do a legally binding refinement plan.
- Why doesn't the city follow its own rules and policies? NLC created for a purpose but planning staff apparently seems to ignore or develops policy before staffing with NLC.
- The neighborhood plan is a vague concept. As I said earlier I think the refinement plan is a better tool for neighborhoods because it carries a more equal weight with the comprehensive plan and envision eugene. This draft document refers to the project charter but this gets pretty involved to have read another document to understand more of what the concept means. Also the refinement plan is binding and the city cannot go in and do to "unforeseen changes" make zoning changes that would alter what a neighborhood would want. Also, the plan seems to veer away from considering a refinement plan because "it would take longer". However, time is necessary to do a careful job and consider all the complex aspects. And I think some refinement plans have been done in less time than indicated.
- The time-tested, statutory Refinement Plan process, provides explicit and effective steps for true resident involvement. Why depart from that? Makes no sense.
- The tools and approaches presented in these guidelines fail to address future planning. What tools are available to address current planning and development within the neighborhood? What limitations do neighborhoods have on addressing current planning and development proposals?
- Overall the text in the sections is clear, concise and effective at providing an overview. I think the discussion on pg 9 re: refinement plan is helpful too since there is confusion given the plethora of plans that people reference. The chart in 3.5 is not very readable. I am not sure how to fix it but it is not a very effective tool as is. It might be that the horizontal and vertical categories need to be switched?
- Tools available but city council fails to ensure NLC agrees with what the different commissions are doing. Best thing in Eugene is the city charters for neighborhoods; worst thing is we are ignored.
- I skimmed the verbiage until I found the very useful chart.
- You can not define how communication is received then force a plan down our throat and tell us well you had a chance to participate.
- They are a form of controlling micromangement that simply allows the city to steer any neighborhood issues.
- Page 8 "within" (not "to") Page 9. SIDEBAR This is patently wrong! The Comp plan, which includes the general plan and refinement plans obviously determine the "where" through the Plan Diagram. The CP policies, such as residential density ranges also determine the "what". Other CP goals and policies determine the "purpose." The correct way to explain "refinement plan" is that the term is used in two distinct and not conflicting ways. In a very limited way for a certain purpose in ORS, and in a broad way for multiple purposes in the Metro Plan. It is really sad that the planning staff don't seem to have a deep and accurate understanding of comp plans and RPs. This sidebar needs a rewrite. "be consistent

with the general plan, i.e., Metro Plan ..." Page 9. This is incomplete. SAPs also address USES, as well as FORM. Section 3.4 -- This is the setup for failure. Unlike the other alternatives, only NPs are presented as taking "at least 2 years." The true story is that an NP can be limited in scope and done every bit as quickly from initiation to policy adoption as any other approach that produces legally-binding outcomes (generally, code). If the staff wants to simply eliminate NPs and let SAPs be the only viable alternative, then this document should be as it promotes -- "transparent" in saying so. "within" (not "to") Page 10. The ONLY difference between the "breadth" (i.e., scope) of an SAP and an NP is the boundaries. This row sets up false and essentially useless distinctions. Length: This is a transparent misrepresentation. An "action plan" that leads to anything that us legally binding will take just as long (or longer) than an SAP or NP. More bias here. Any serious undertaking needs a clear charter. If the staff would produce a "model NP charter," these would be much easier to customize and adopt. Instead, as with SW SAP charter, the staff simply torpedoed the good effort. Page 11. Should use the Willakenzie Area Plan. Much newer and cleaner with good maps, etc.

7. Sections 4 & 5 describe ways to gauge your organization’s capacity and ways to increase it where necessary. Do you think these sections are relevant and useful?

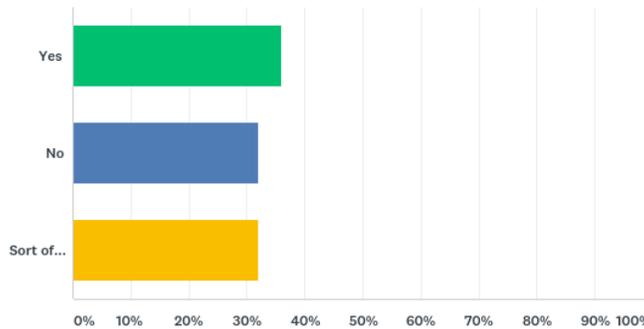


Answer Choices	Responses
Yes	40.00% (10)
No	24.00% (6)
Sort of...	36.00% (9)

- It's very important that we not mis-set expectations, and that we set standards that will help community members to measure efforts and plan successfully.
- Neighborhood Associations need to be monitored. When they saw something is "unanimous" in a Neighborhood - they mean -- the 5 people who always attend meetings...
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- See answer to question 4.
- Section 4, I think neighborhoods know when there are issues where planning might help. A formal tool is probably not needed. Section 5, like I said earlier the planning department needs to apply these guidelines before asking neighborhoods to apply them.

- Only if city listens and tries to cater to one crowd.
- Note: on page 14 section 5.2 under Listening Sessions, the paragraph ends with ". A summary of his ideas can be found here. "with no link. The links don't behave like typical hyperlinks which is a tad confusing.
- Yes, I was pleased to see this. It shows how a neighborhood people can go about creating a change. And I appreciate the city reaching out to the neighborhoods to be able to understand this document thank you
- The volunteer members of our organization have historically been highly educated, well informed, and engaged advocates of our community. An assessment of our organization's capacity and effectiveness is not particularly relevant. What would be more useful are detailed planning tools and approaches that promote participation, inclusion, transparency, diversity, and equity within our organization and neighborhood. Section 5.4 Meeting with City Staff states that a Neighborhood Planning Liaison or Neighborhood Involvement staff are available for consult. What are the differences between these staff positions? How do members of our organization know which staff member to contact? The guidebook indicates "staff time and resources, may be already committed to other projects." Is it the intention of City Council place the burden of complex planning projects on neighborhood groups? City Council should provide staff adequate resources to lessen the burden on volunteer members who are attempting to promote participation, inclusion, transparency, diversity, and equity within our organization and neighborhood.
- Unfortunately, it is hard to get involvement from neighbors because most are struggling to pay mortgages, education, and raise family. Taxes go up, bond measures added, home prices rising faster and people are looking for efficiencies.
- Useful headings to the subsections because they allow you to skim the body copy.
- Our neighborhood council is run by a group who has co-opted the association to strengthen their Air Bnb business. Many of us feel alienated and unable to present concerns that we have about our neighborhood because the council simply wants to drive their own agenda.
- Section 4. Page 12. Poor writing style, switching from first person to second person. It comes across as a transparent "we're with you ... now here's what WE need YOU to do." Be honest and use the second person when the intent is to direct the reader. Wow! What a gratuitous attempt to undermine NAs! Why not encourage independent, formal or informal groups to work through their NA? Excellent advice! ... Now city staff should actually follow it. The SWAZ project was WAY beyond staff's capacity. The RR/CC project is likewise. Ditto for staff. Clearly taking on authority for recommendations that they are not "ready" for. Section 5. Page 14. Please spare us! The outcome of all the Chadwickian hype is that no plan policies or code have been adopted to protect neighborhood livability. Just ask the folks in River Road and Capital Hill (among many). This MUST include the council-adopted policy of "Opportunity Siting." Underlying OS is "Opportunity Site Mapping", which can be broader than just residential or multiple-use development.

8. Section 6 describes the process for initiating an area or neighborhood plan in Eugene. Are the processes clearly described?



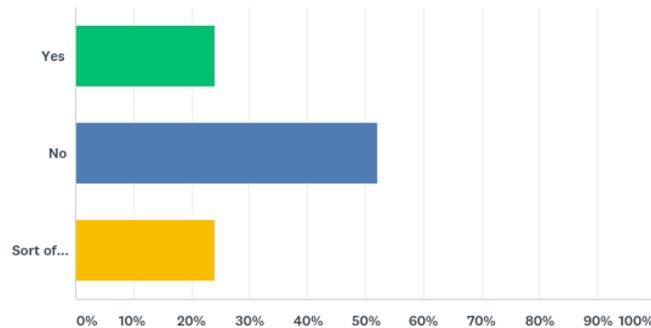
Answer Choices	Responses
Yes	36.00% (9)
No	32.00% (8)
Sort of...	32.00% (8)

- You need a section on what to do when the planning staff says that they want to ignore you. Case in point: South Willamette Special Area Zone plan. When enough people complained about the forced rezoning, enough so that the plan was dropped, there was a large contingent of neighbors that wanted to continue and create another plan that took the neighbors’ concerns seriously and provide a refinement to the Metro Plan (so supersede the Metro Plan). We were told that the city didn’t want to invest their time in this. Instead they are changing focus to Santa Clara and River Road area, so they can snooker that set of neighbors instead. “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.” In my experience this means that an area will only be ready when neighbors go along with everything in the planners’ dreams – and they are waiting in SW-SAZ for the current group of neighbors to die off or move out. Again, this says "8 of 10 answered", but it is asking me to submit.
- Yes, but will they be adhered to by the city? Will it be followed through?
- Please reiterate that we are a community with many parts and that it is important that Neighborhood Planning and the resources required be clearly understood and carefully weighed. We do not need any more "cowboy" neighborhood planning where a few voices speak for the whole for decades or generations.
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- Not clear at all. It explains more about the process used that how to kick it off and get started.
- Initiating the process seems to be a matter of getting in line. If timeliness is important, and it is to the neighborhoods, then a better way of handling requests needs to be established. Possibly providing a budget for neighborhoods to hire outside consultants is a solution. The planning process is not a mystery. It has been around forever. You establish goals and objectives followed by tasks, set deadlines

and monitor the process. Again like I said before, there are many project management packages on the market. This section seems to be geared more toward discouraging planning than promoting it.

- Unfortunately, over time such as South Hills Study, Fairmount and Laurel Hill studies get modified or changed and the initial standard / development standards changes over time (needed housing seems to be the wedge of choice). Goal 5 and Goal 7 are very closely tied together but there are no hydrologist or Geotechnical employees on planning or public works staff to ensure safety of the public. Bottom line, no enforcement qualifiers or suggested punishment for those circumventing policy because there are no viable clear and objective standards.
- Great work Eric (and others I am sure)!
- Please review my comments above about refinement plans. The charts seem good to give people an idea about process
- Yes they are clearly described, but they are inferior to what is done in a Refinement Plan. Why would you want to avoid the process of a true Refinement Plan?
- I honestly don't trust the document, though it seems well written. Sad to say I don't trust City government, especially the City Manager and City Council majority. So I would have to cross-reference what's in here with people I do trust who have more knowledge than I do to verify the thoroughness and accuracy in each section.
- This guidebook does not include a list or link to information on the City's current planning priorities. Other than "community feedback" and CAC items that appear on the sample work plan/ timeline it is not clear what specific role the neighborhood organization plays in neighborhood area planning or what limitations the organization has in the process. The sample process illustration is overly simplified and does not reflect the over two (2) year planning and adoption process.
- Sections need more explanation. See my text in response to q. 1 of this survey.
- Unfortunately neighborhoods get energized after a decision is made. No penalty for city failing to follow their own policies
- Seem written to discourage action (6.0). Time lines for completion are far too long.
- Pleasant surprise. Mostly useful information. (Other than sales messages like, "Planning staff aim to provide the best professional planning service possible to our community.")
- Section 6. Page 16. Very discouraging ... of course, that's the underlying intent of the planning staff. Page 17. Like ... SWAZ? :-| OK, OK ... we "get it" -- Neighborhood plans are COMPLEX!!! Oh C'mon. This isn't supported by evidence. There are numerous examples where it didn't take FIVE YEARS to create some of the large NPs. By now a reader will have no doubt that considering an SAP or NP is out of the question. "Mission Accomplished!" And what is the planning staff's track record over the past ten years? Section 7. And, the reader no doubt by now realizes that an SAP or NP is certainly not what's next.

9. Do you feel more informed about neighborhood planning in Eugene? Do you feel prepared to take the next steps toward improving your neighborhood?



Answer Choices	Responses
Yes	24.00% (6)
No	52.00% (13)
Sort of...	24.00% (6)

- If working with the planning department is anything like taking this survey, then it will be an impossible task. Don't have multiple submits in a survey (or at least explain that it will continue....).
- My neighborhood is fine. It's a matter of protecting from City Planners and allied developers.
- Having this information & clarity regarding the roles & responsibilities of the neighborhood associations, I can see that the few NAs that I am familiar with are NOT working within these guidelines & are not living up to the requirements for democratic representation. This needs to be addressed.
- In that all neighborhoods are distinct and have their own character, it would be best for the city staff to be working with all of the neighborhoods to have a "refinement plan" similar to the JWN. We, the neighborhoods should have the last say on our areas, not the planners.
- Not until the power of the few has been diluted can we all truly feel we have a voice.
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- If I didn't already know some of this because of work I had done previously.. this document is not comprehensive enough to be truly helpful. More information is needed on loops and processes.. Lake Oswego is easy to follow and see what needs to happen, how etc.
- I have read this thing twice and reviewed it further to make these comments, I certainly don't feel better informed. In fact it is discouraging to encounter these guidelines after the fact. Work with the neighbors before telling us what the guidelines are. Involve us on the front end not the back. I have been trying to improve my neighborhood for years. There is way too much effort spent fighting skirmishes. We need a more integrated approach that promotes conversation rather than three minutes of testimony.
- I don't trust the planning staff and until they can gain my trust, this will not happen. City public works and city planners are more likely to approve a developers plan without doing the investigation required.

Why isn't there a complete checklist and calculations required to meet the Eugene Standards. The appears to be, "applicant forced completion" stops the staff from doing anymore analysis. City staff is suppose to look out for neighborhoods and their citizens who pay the taxes.

- I better be.
- I am somewhat more informed but think you need to make changes around the concept of neighborhood plan-still too vague
- I feel informed about what that City Planning department has in mind, and about their desire to avoid the level of resident participation and power that is afforded in the Refinement Plan approach.
- I feel residents will constantly need to organize to pool our knowledge to defend against the City government being influenced by private interests who stand to benefit greatly from rezoning and other changes in planning. I believe it's run by a group of "insiders" who do not have the good of the people as their top priority. Pretty much zero trust.
- More details in Sections 6, and possibly sec 5 would help make that assessment.
- Though I still need to wrestle with this unwieldy pamphlet to pin down specific steps.
- No, This information is not clear. You can't just do something then say well here it is. You are a public servant and serve all of us not just the developers. I hope you are hearing me clearly we do not need growth and development. Stay out of our communities.
- I already knew that all planning in Eugene is in the hands of developers. The neighborhood planning outlined in the document proves this to be true.
- Why are these questions combined? More informed: NO. Prepared: Yes

10. Any other comments about the content of these guidelines, the format, or anything else?

- Errors: Page 14: "A summary of his ideas can be found here." There is no "here" link. Page 15: focusses or focuses? The double s looks wrong to me. Or maybe use "hones in on" instead. Page 17: 1. "Triple Bottom Line, see p. XX" – I think that XX should be 6. 2. "Appendix 1 provides" – I think that it is Appendix A, not 1. 3. "approaches and tools table (PG XX)" – needs a page number (I think 10). Also, you use "p. XX in one place, and "PG XX" here. Be consistent. 4. "assessment tool (Appendix XX)" – needs an appendix letter (I think C).
- None.
- See previous comment.
- Just like the Envision Eugene, there are lots of areas that are left up to "interpretation" that generally does not side with the neighborhoods.
- Please see my initial comments and use them to answer the additional questions as appropriate.
- Limit NA "officer" terms to one year, and they can't repeat or hold another office in the same NA for at least two years.
- guidelines are NOT ACCEPTABLE because they essentially dismiss refinement plan creation or amendment as practical alternatives
- Hopefully you will be spending this much time on the real plans when it is finalized.
- Thanks for starting this document. I do hope that it will continue to be revised, revisited so it can truly be a helpful guide for the citizens (whatever their role) to be an active participant in planning for their neighborhoods and the widening circle.

- The City should avoid top down planning projects which is the usual method of engagement!! and be very clear as to which efforts will result in legally binding work. Also, please eliminate the aspirational, fuzzy language and all the exaggerations about how great it will be if we all work together --- neighborhoods so rarely get to work with staff on anything close to an even footing.
- Good effort! I look forward to revisions.
- I don't think further effort on the project is productive. Another approach is needed.
- This document is not ready for action by city council and needs vetting by NLC.
- Thank again for the great job.
- We need Refinement Plans.
- I think those in the know such as myself will perceive these guidelines as only part of the picture, and fail to derive much satisfaction from all the work I can nonetheless see and appreciate went into the project. I believe in the sincerity of individual city employees, but not those in most management positions, especially the City Manager and including the City Council.
- This guidebook does not address current planning or development within the neighborhood or limitations the neighborhood organization has on current or future planning.
- Given our soundbite culture, perhaps it would be helpful to have more text boxes in the margins with key bullet points. You provide a sample work plan, which is helpful. It might also help to include a testimonial or two or a longer story/case study from a neighborhood that illustrates some of the different level of projects and planning.
- I reviewed the edited/annotated copy that Paul Conte submitted and agree with his edits/remarks (minus the snark). This should be pragmatic but encouraging.
- Charming pictures. Who is the audience? Board members? Really?
- Mail out surveys to all residents, about their wishes, to see Eugene continue to be developed for larger apartment and shopping or to maintain status Q. See what type of response you get from actual residence. I would guess over 90% of the population would not like to see any more apartment complexes, shopping centers, or traffic. Stop wasting our money and start putting the money back into our community with more parks, gardens, and resources (library, schools, art programs) I just saw millions of dollars wasted on Franklin Blvd. Really, that is what we needed a couple of circles after we had already spent millions of dollars improving the area just a handful of years prior.
- The guidelines are a waste of time and money.
- See the annotated PDF document that I submitted. It's a VERY insufficient means of getting feedback to look ONLY at this survey.

From: [Paul Conte](#)
To: [KANE Rene C](#)
Subject: Re: [NLC] Review comments on draft planning document
Date: Tuesday, April 24, 2018 11:46:22 AM
Attachments: [image003.png](#)

Of course. -- Paul

On Tue, Apr 24, 2018, 10:54 AM KANE Rene C <Rene.C.Kane@ci.eugene.or.us> wrote:

Hi Paul,

Can I share your email and attachments with Terri Harding and Eric Brown?

Thanks,

Rene

(reenie)

Rene C. Kane

Office of Human Rights and Neighborhood Involvement

City of Eugene | City Manager's Office - Atrium

99 West 10th Avenue | Eugene OR 97401

Phone 541.682.6243 | Fax 541.682.5221

<http://www.eugene-or.gov/neighborhoods>

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From: eugene-nlc@googlegroups.com [mailto:eugene-nlc@googlegroups.com] **On Behalf Of** Paul Conte
Sent: Tuesday, April 24, 2018 7:38 AM
To: Eugene NLC <eugene-nlc@googlegroups.com>
Subject: [NLC] Review comments on draft planning document

I've attached a copy of the NLC meeting packet, including the draft planning document with embedded PDF comments.

Hopefully, these comments will show up if you download the document.

There is a lot of good material in the document, but at the end of it where the question is posed "What next?" no one who takes the document content at face value will give any consideration to a "Neighborhood Plan" or "Special Area Plan."

There are so many places where the document declaims that these are "complex," big, lengthy and implicitly beyond the capacity of poor little neighborhood organizations. This a very false and misguided bias in the document. The simple truth is that if you want to put in place any significant, legally-binding development standards for area(as) in your neighborhood, then its going to take about the same amount of time whether you pursue an "Action Plan" or a refinement plan.

If there were a supportive, competent planning staff, a good estimate is two years end-to-end.

In addition, the document gets the relationship of comprehensive plans and refinement plans entirely wrong. While this might be viewed as just a "technical" issue, it is critical to get right. The simple point is that a refinement plan is every bit as much an element of our comprehensive plan as is the Metro Plan and Envision Eugene Plan. Most importantly, refinement plans DO control the "what, where and purpose" of development -- a point the document incorrectly states is just done with land use code.

Unless revised appropriately, I would NOT RECOMMEND this document to aspiring neighborhood leaders.

-- Paul

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To: [Eugene NLC](#)
Subject: [NLC] Review comments on draft planning document
Date: Tuesday, April 24, 2018 7:38:52 AM
Attachments: [4 24 18 NLC Meeting Packet ConteReview.pdf](#)

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Neighborhood & Area Planning in Eugene



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- A. Sample Work Plan/Timeline**
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- C. Rx for a Healthy Neighborhood Group (Assessment Tool)**

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.

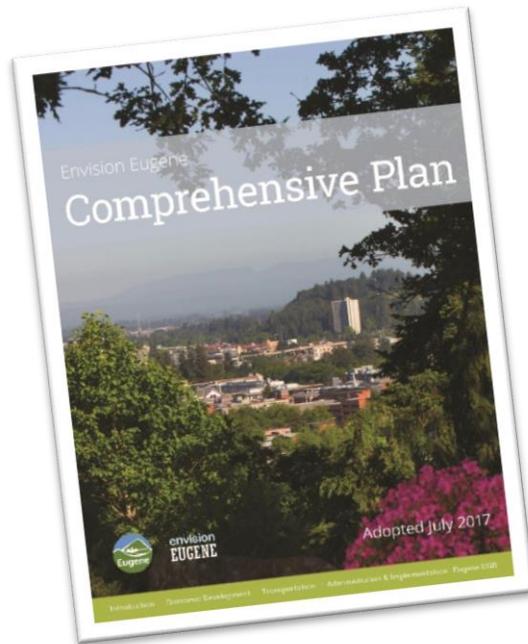


2.1 Statewide Planning Context

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.		

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		

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.).		

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.		

<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>		

From: [john faville](#)
To: [KANE Rene C](#)
Subject: Re: Link to Neighborhood Planning Guidelines document for review and comment
Date: Monday, April 30, 2018 10:03:16 AM
Attachments: [image002.png](#)

Rene,

I like very much the 2 page chart showing 4 alternative tools.

But everything else is far too wordy for my taste.

To pick one example at random, I read "Engage the Business Community" and skim/skip the verbiage.

Or "Fairness and Respect for All."

Etc.

And I am a patient reader.

I cannot imagine our other Board gang reading this.

Sorry to be blunt.

John

From: KANE Rene C <Rene.C.Kane@ci.eugene.or.us>
Sent: Friday, April 27, 2018 11:19 AM
To: KANE Rene C
Subject: Link to Neighborhood Planning Guidelines document for review and comment

Good morning,

The draft Neighborhood Planning Guidelines are ready for your review. Here's a [link](#) to the page: <https://www.eugene-or.gov/3876/Neighborhood-Planning-Guidelines> .

As always, I'm happy to answer any questions you might have.

Please note, this email is being sent out to members of all neighborhood boards. Feel free to share the link!

Cheers,

Rene
(reenie)
Rene C. Kane

Office of Human Rights and Neighborhood Involvement
City of Eugene | City Manager's Office - Atrium
99 West 10th Avenue | Eugene OR 97401
Phone 541.682.6243 | Fax 541.682.5221

From: [Ron-Janet Bevirt](#)
To: [BROWN Eric G](#)
Subject: Draft of Neighborhood Planning Guidelines
Date: Tuesday, May 29, 2018 1:46:14 PM

Hi Eric,

The survey is limiting, so here is my input.

I have read Paul Conte's recommendations for draft changes and agree with his suggestions to get the info right.

Also I would appreciate changing the tone which suggest Area Planning is superior to Neighborhood Refinement Plans.

These guidelines should be neutral, not discouraging for neighborhoods that want to move in this direction.

Thanks,
Janet Bevirt, SHiNA Co-Chair

From: [Richard A. Sundt](mailto:Richard.A.Sundt)
To: [KANE Rene C](mailto:KANE.Rene.C)
Subject: Fwd: on the draft regarding planning
Date: Thursday, June 21, 2018 8:26:53 PM

----- Forwarded message -----

From: **Richard A. Sundt** <rasundt@gmail.com>
Date: Mon, Jun 4, 2018 at 2:45 PM
Subject: on the draft regarding planning
To: Rene.C.Kane@ci.eugene.or.us, Jennifer.E.VanDerHaeghen@ci.eugene.or.us

4 June2018

To: Rene and Jennifer

From: Richard Sundt, 20 West 31st Avenue

Comments on Planning Guide draft for Neighborhoods

I am just going to touch on a few points for I don't really have energy to spend on city matters that seem to turn into disappointment. Thirty or so pages of guidelines and procedures don't seem to solve or touch on the problems that I see affecting the city as a whole and our neighborhood in particular, including the rezoning of South Willamette from R1 to R2 at the intersection of Willamette and East 31st (something for which we have a hearing on 6 June). It's back to SW Special Area Zone all over again, as if the neighbors had not spoken on this already.

Regarding your visit to our house two years ago: Did it matter? What did it do for our cause? The fact is that we are in the same boat today, now gearing for meeting in two days in the Sloat Rom. The strategy of tearing down affordable housing and building new (and not affordable or less affordable--regarding our upcoming meeting), but dense housing, is now being managed piecemeal, lot by lot. All we have is a lot of staff time and dollars spent on some 30 pages that change nothing positive in our favor, which accords only with goals which are the city's and your office, but not the citizens you are supposed to serve. What we have is not government of the people for the people, but government against the people. The city's and Lucy's initiative on the auditor, whatever one's opinion on the issue, was a bald and outrageous example of government against the people. And so distrust of the city and planning is still alive even after the baton passed from Kitty to Lucy.

What do planners do and think? My answer to that is not much. Why no questions as to "Are you happy with your Neighborhood's boundaries"? Do they serve a real purpose of speaking to neighborhood concerns? WHY don't you ask crucial questions like that? Example of the problem : we are now in SHiNA. We were in Crest, and without knowing we find out that the neighborhood had been changed to SHiNA which has somewhat different boundaries than Crest. But that doesn't matter much. What does matter is why should we in the Crest area, in the northern part of South Willamette, close to businesses, be part of a territory that extends some 3 dozen blocks south to as far a Solar Heights, a subdivision which has nothing in common with our area around Crest and 31-32nd Avenues. From even before the cemetery on up to the Butte, the price of housing is one big difference between SHiNA north and SHiNA

south; susceptibility to apartmentization and commercialization is Zero in SHiNA south, but not in north. So why place us together, to weaken the voice of SHiNA north during the SW Special Area Zone, because whatever happens in the north is of little concern to the south?

Regarding 1.0 Introduction. Based on what I just wrote, do I really buy such nice phrases as concern for "distinct neighborhoods" and their "uniqueness"? Does the city really want my help in designing what I want or what they want, just as Lucy seeks to disrupt an election which took a lot more citizen effort to get on the ballot than the city's measure. "Equity" in planning projects--I will believe it if the hearing official doesn't approve the R2 request. The city doesn't realize the many unintended negative consequences that result from its actions. There is no appreciation anywhere in the planning dept and among city staff that some of the Pillars in Envision Eugene contradict each other and no effort has been made on how to reconcile these. In some cases affordability and density can work together, but not in every case, and that is the situation in Willamette and 31st. The plan is to destroy what is an affordable single family house with an apartment building of 3? units and of 2-3 stories? . All this obviously densifies the neighborhood. But is there anyone in human resources concerned with the loss of affordability for low income people? Does Envision Eugene, which is part of your Guide, mean what it says in the pillar that speaks to the crying social need in our community for affordable housing. When does Envision carry weight, and when conveniently not? Are planners going to put density and the wishes of the developers first? What can your offices do to protect the rights of the less fortunate in our community. And does anyone in city hall and planning really care. Is having Human Resources just a nice front? We shall see.

Section 5.3. Regarding commercial planning. Shamefully out of reach from you and the citizens. That businesses should not be touched and controlled by residents is just a way of playing to the developers and damming the right of the citizens. We have uncontrolled sprawl, but the city conveniently blames residents. The idea is garden commercial area with lawns, trees and bushes around commercial buildings, and with parking. We don't need commercial buildings looking like suburban homes. We need just enough space for the basic needs of commercial establishment and save all the lawn for people to enjoy, rather than stuff people and children into housing projects with little space in between, save for parking. The BIG thin the city needs to do is to place the burden against sprawl and development of density on the shoulders of the commercial sector. That is what should occupy Robin Hostick et al. This I have said two years ago in a letter to the RG. I am really tired of bad planning.

From: [Margie James](#)
To: [BROWN Eric G](#); [KANE Rene C](#)
Subject: addition to my survey..
Date: Tuesday, June 05, 2018 1:25:20 AM

Good morning,

I was reading through Eugene code looking for something else and I came upon this definition of "refinement plan" that resides in the code, pg 9.0-30. This definition certainly sounds different, and is kind of easy to understand, than the discussion on pg 9 of the draft neighborhood and area planning as to why refinement plan shouldn't be used. COde doesn't imply that nor does information out in the world..

Refinement Plan. A detailed examination of the service needs and land use issues of a specific area, topic, or public facility. Refinement plans of the Metro Plan can include specific neighborhood plans, special area plans, or functional plans (such as the Eugene 2035 Transportation System Plan and TransPlan) that address a specific Metro Plan element or sub-element on a city-wide or regional basis

thank-you
margie james

From: [Paul Conte](#)
To: [BROWN Eric G](#)
Cc: [Margie James](#); [KANE Rene C](#)
Subject: Re: "Refinement Plan meaning"
Date: Tuesday, June 05, 2018 9:54:33 PM

Eric,

Regarding the meaning of the term "Refinement Plan," I think I can clear this up since I believe I may be the only person who has recently gone to the legislative archives in Salem and researched the legislative history of ORS 197.200.

Although the words "refinement plan" are identical in ORS and Eugene Code, their meaning in the respective context is completely different. To paraphrase a recent comment by the esteemed Planning Director -- although the two uses "*might look like the same thing to a casual observer, the statutory refinement plan and the local comprehensive plan refinement plan "are not the same."*

The statutory refinement plan in ORS 197.200 is a particular type of refinement plan that Eugene has not ever implemented. It has no relevance to local discussions of "refinement plans" (i.e., in the *Guide*).

The local comprehensive plan defines and addresses refinement plans in the *Eugene-Springfield Metro Plan* document. Here are the relevant excerpts from the *Metro Plan*:

Refinements to the *Metro Plan* can include: (a) city-wide comprehensive policy documents, such as the 1984 Eugene Community Goals and Policies; (b) functional plans and policies addressing single subjects throughout the area, such as the 2001 *Eugene-Springfield Public Facilities and Services Plan (Public Facilities and Services Plan)* and 2001 *TransPlan*; and (c) neighborhood plans or special area studies that address those issues that are unique to a specific geographical area. In all cases, the *Metro Plan* is the guiding document, and refinement plans and policies must be consistent with the *Metro Plan*. I-5

The *Metro Plan* is a long-range policy document providing the framework within which more detailed refinement plans are prepared. II-A-1

Policy E.9 Refinement plans shall be developed to address compatibility of land uses, safety, crime prevention, and visual impact along arterial and collector streets, within mixed-use areas. During the interim period before the adoption of a refinement plan, these considerations shall be addressed by cities in approving land use applications in mixed use areas by requiring conditions of approval where necessary. III-E-4 (Underlining added. Note this is a *prescriptive* policy that should be followed for mixed-use areas along (e.g., south Willamette Street.)

"... the Metro Plan may be augmented and implemented by more detailed refinement plans ..." "Refinement plans augment and assist in the implementation of the Metro Plan." IV-1

Glossary

40. Refinement plan: A detailed examination of the service needs and land use issues of a specific area, topic, or public facility. Refinement plans of the *Metro Plan* can include specific neighborhood plans, special area plans, or functional plans [such as the *Eugene-Springfield Metropolitan Area Transportation Plan (TransPlan)*] that address a specific *Metro Plan* element or sub-element on a city-wide or regional basis. V-5 (Note this is the definitive enumeration of the three types of refinement plans established by the *Metro Plan*.)

Eugene Code uses the identical definition, except it uses only the short for -- TransPlan.

* * * * *

As I've pointed out in summarizing my review of the draft *Guide* document:

"the document gets the relationship of comprehensive plans and refinement plans entirely wrong. While this might be viewed as just a "technical" issue, it is critical to get right. The simple point is that a refinement plan is every bit as much an element of our comprehensive plan as is the Metro Plan and Envision Eugene Plan. Most importantly, refinement plans DO control the "what, where and purpose" of development -- a point the document incorrectly states is just done with land use code."

The current staff has never understood refinement plans or appreciated their importance and value. The whole ORS 197.200 is a "red herring" that staff should have done their homework on (instead of me having to do it) and put to rest.

See specific comments in the annotated PDF document that I submitted, e.g., on pages: 3 (incorrect diagram), 4, 7, 8, 9 (several wrong uses of "comprehensive plan"), 9 sidebar (erroneous statement re RP policies).

I would strongly suggest that planning staff watch the video (or at least review the PowerPoint slides) of the "Demystifying Refinement Plans" presentation. See links at:

<https://trusttheneighbors.org/residential-zoning/>

In contrast to the draft *Guide*, this presentation provides *accurate* and *unbiased* information about refinement plans.

Let me know if you have any questions. Hopefully, you're planning a major rewrite of the *Guide* so it honors and supports the perspective and interests of the *neighborhood* members. The current draft comes across as a transparent attempt to reinforce staff's "top-down" approach to *neighborhood* planning processes.

-- Paul

Accredited Earth Advantage
Sustainable Homes Professional

From: **BROWN Eric G** <Eric.G.Brown@ci.eugene.or.us>

Date: Tue, Jun 5, 2018 at 5:27 PM
Subject: RE: addition to my survey..
To: Margie James <margjam57@gmail.com>, KANE Rene C
<Rene.C.Kane@ci.eugene.or.us>

Thanks for sending this to us, Margie!

I will bring this up with our attorney and see what she says. She is the one that has been concerned about the term Refinement Plan and the implications of ORS 197.200.

For your reference, here is the text of the state law: <https://www.oregonlaws.org/ors/197.200>

Kind regards,

Eric Brown

Associate Planner | City of Eugene Planning

[99 W 10th](#) Ave, Eugene OR 97401

541-682-5208

Want to stay current with projects that implement our community vision? Subscribe to our [Envision Eugene Newsletter](#).

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From: Margie James [mailto:margjam57@gmail.com]

Sent: Tuesday, June 05, 2018 1:25 AM

To: BROWN Eric G <Eric.G.Brown@ci.eugene.or.us>; KANE Rene C <Rene.C.Kane@ci.eugene.or.us>

Subject: addition to my survey..

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thank-you

margie james