

# Transportation Options: Strategies for a Growing Eugene

## Stakeholder Involvement Plan

Last updated February 18, 2021

### INTRODUCTION

The Stakeholder Involvement Plan (SIP) for the City of Eugene's TDM Growth Strategy is designed to help the project team develop broadly supported recommendations for the design and implementation of Transportation Demand Management (TDM) requirements and programs, as well as updated Traffic Impact Analysis (TIA) requirements.

This project will make recommendations to update City of Eugene processes to require and/or incentivize TDM as part of the new development process. The process will also explore if employers over a certain size are also required and/or incentivized to implement TDM programs. Project activities and communications will be primarily targeted to affected individuals and groups (e.g., developers, employers, agency staff). As such, public involvement will include targeted stakeholder engagement.

This SIP outlines the key messages, tactics, and stakeholders that will be engaged throughout the 9-month project and identifies key milestones for engagement.



### Concurrent Planning Efforts and Engagement Considerations

Concurrent efforts and unforeseen impacts from COVID-19 listed below may influence the project:

- The City of Eugene has planned to revamp its TIA process for several years, and with the TDM Growth Strategy funding available from ODOT, recognized the opportunity to tackle both TDM and TIA workstreams with one scope of work.
- As part of the Oregon Statewide Transportation Strategy implementation, the Oregon Department of Environmental Quality is conducting research in preparation for a statewide Commute Trip Reduction (CTR) rulemaking process. It likely will base the CTR expansion on the current Employee Commute Option (ECO) rule in the Portland metro area.
- The COVID-19 pandemic has shifted all in-person engagement to virtual platforms for the foreseeable future. This will make it critical to schedule stakeholder meetings far enough in

advance to ensure participation as people work-from-home and manage other responsibilities (e.g., school, childcare, non-office environments).

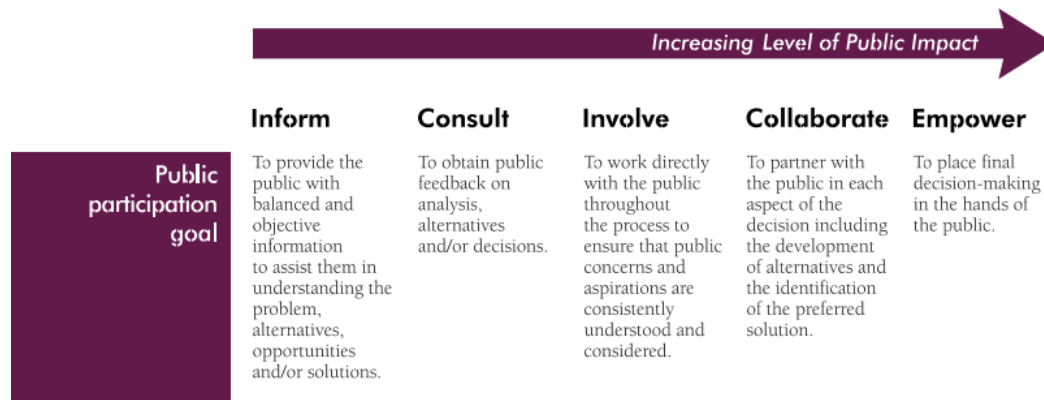
## Stakeholder Engagement Goals

Stakeholder engagement for this project is designed to:

- Create a well-informed group of stakeholders for project need and purpose.
- Inform project team activities.
- Advise the Project Management Team (PMT) on key deliverables and decision-points in the project process.
- Ground truth existing conditions findings and process mapping.
- Contribute to issue and opportunity identification.
- Foster understanding of inherent trade-offs between stakeholder group representatives.
- Identify potential requirements and triggers for new development and employers.
- Vet and test potential TIA and TDM triggers under theoretical development scenarios.
- Support/endorse the City’s recommendations to City Council and the Planning Commission.

Figure 1 illustrates the IAP2 spectrum of public participation. This project is focused primarily on **Informing and Consulting** key stakeholders.

Figure 1 International Association for Public Participation (IAP2) Spectrum of Public Participation



The PMT will explore opportunities to host an Informational Session to target a broader public audience. This may be coordinated with other divisions and agencies at the City of Eugene to report out on related efforts underway (e.g., commercial setbacks, Street Design Standards updates). It will be focused on **Informing** the public about the project. This effort will be led by City staff.

## Potential Engagement Risks and Challenges

The following challenges may present potential risks to the success of the project:

- Resistance from the business and development communities to have additional regulations tied to development with which they need to comply.
- Sensitivity among City staff, developers, and housing advocates for a growing need to facilitate the development of multifamily and affordable housing during a crunched housing market.

- Building awareness of new requirements as a shared responsibility between developers and City staff.
- HB2001 (focused on permitting for Accessory Dwelling Units (ADUs)) involved very in-depth public involvement—stakeholders will need to understand how this project differs from that planning effort and the narrower scope in terms of public engagement and input.

## KEY MESSAGES

The following messages will be used throughout the stakeholder engagement process to ensure consistent and clear communication about the project's purpose and engagement goals. Key messages may be added or refined as the project advances.

The Eugene TDM Growth Strategy will:

- Equip the City to reduce greenhouse gas emissions, meet mode share targets set out in the Transportation System Plan, and mitigate congestion.
- Develop suggestions to make the Traffic Impact Analysis (TIA) process more transparent, effective, and straightforward to implement for City staff (within both transportation planning and land use planning divisions) and developers.
- Scan peer cities for best practices in Transportation Demand Management (TDM) and TIA program eligibility criteria and requirements.
- Engage consultants, property managers, financiers, employers, and/or employee transportation coordinators responsible for TDM implementation and compliance.
- Recommend updates to the TIA process.
- Identify the triggers to implement TDM requirements. This may include new developments of a certain size or geography; and/or existing employers of a certain size and/or geography.
- Develop an Action Plan for City planning and land use staff to implement and monitor TIA and TDM requirements.

## STAKEHOLDER GROUPS

The primary stakeholder structure for this project includes three committees that will meet throughout the project. External stakeholder representatives will also be consulted at three key points over the course of the project.

### Key Committees

The three key committees that will guide the project direction include: Project Management Team (PMT), TIA/TDM Working Group (WG), and Executive Steering Committee (ESC). Their roles and expected responsibilities are outlined below in Figure 1. The schedule for and discussion topics for committee meetings are shown in Figure 2.

**Figure 2 Key Committees and Responsibilities**

Committees	Description of Responsibilities
Project Management Team	<ul style="list-style-type: none"> <li>▪ Manages the consultant team and facilitates coordination with other project stakeholders; guides the direction of the project and makes decisions and recommendations to the Executive Steering Committee</li> <li>▪ Meets with the consultant team on a biweekly basis to guide deliverables and strategic direction of the process</li> </ul>
TIA/TDM Working Group	<ul style="list-style-type: none"> <li>▪ Identifies the goals of the process, uncovers gaps and issues in the existing process, and reviews recommendations for the updated TIA guidelines and TDM strategy</li> <li>▪ Helps to inform overall project direction and results</li> <li>▪ Meets 8 times over the course of the project (2 of those meetings will include additional City staff to advise on TIA component goals)</li> </ul>
Executive Steering Committee	<ul style="list-style-type: none"> <li>▪ Includes Executive-level City staff to be brought along in the project process and made aware of the project activities at key milestones.</li> <li>▪ Staffed by the City Project Manager (Larisa Varela)</li> <li>▪ Meets 3 times over the course of the project</li> </ul>

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**Figure 3 Committee Meetings Schedule (Revised 12.21.20)**

Dates	TIA/TDM Working Group	Executive Steering Committee (ESC)	Community Stakeholder Input
Sept 2020	<p><b>TIA-Focused Working Group Meeting #1 &amp; 2 – 9/24</b></p> <ul style="list-style-type: none"> <li>Confirm the goals of the TIA process</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Agenda &amp; PPT</li> </ul>		
Oct 2020	<p><b>Meeting #1 – 10/13</b></p> <ul style="list-style-type: none"> <li>Confirm the problem statement, project goals, and metrics</li> <li>Discuss key messages</li> <li>Agree on best practice peers</li> <li>Discuss draft Stakeholder Involvement Plan</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Agenda &amp; PPT</li> </ul>		
Nov 2020		<p><b>Meeting #1 – 11/9</b></p> <ul style="list-style-type: none"> <li>Review project goals</li> <li>Discuss draft Stakeholder Involvement Plan</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Agenda &amp; PPT</li> </ul>	
Dec 2020	<p><b>Meeting #2 – 12/16</b></p> <ul style="list-style-type: none"> <li>Review existing conditions and peer city findings</li> <li>Discuss issues and opportunities</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Agenda &amp; PPT</li> <li>Working Group #1 notes</li> <li>Existing Conditions Report</li> <li>Project Info Sheets</li> </ul>		<p><b>Community Kickoff Meeting</b></p> <ul style="list-style-type: none"> <li>Review project purpose and goals</li> <li>Discuss concerns and opportunities</li> <li>Present opportunities for future engagement</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Agenda &amp; PPT</li> </ul>
Jan 2021			
Feb 2021	<p><b>Meeting #3 – 2/1</b></p> <ul style="list-style-type: none"> <li>Review evaluation framework</li> <li>Discuss potential strategies and triggers for consideration</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Agenda &amp; PPT</li> <li>Working Group #2 notes</li> <li>Working Group #2 PPT</li> <li>Best Practices Report</li> <li>Project Goals Memo</li> <li>Draft Focus Group Questions</li> </ul>		<p><b>Focus Groups – 2/8</b></p> <ul style="list-style-type: none"> <li>Discuss issues and opportunities</li> <li>Present potential strategies and triggers</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Agenda &amp; PPT</li> <li>Kickoff Meeting Notes</li> <li>Project Info Sheets</li> </ul>

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Dates	TIA/TDM Working Group	Executive Steering Committee (ESC)	Community Stakeholder Input
<b>Mar 2021</b>	<p><b>Meeting #4 – 3/10</b></p> <ul style="list-style-type: none"> <li>▪ Workshop up to three development scenarios</li> <li>▪ Test evaluation and screening criteria</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>▪ Agenda &amp; PPT</li> <li>▪ Working Group #3 notes</li> <li>▪ Issues and Opportunities Memo</li> <li>▪ Scenario Evaluation</li> </ul>	<p><b>Meeting #2 –3/15</b></p> <ul style="list-style-type: none"> <li>▪ Summary of what we've heard</li> <li>▪ Potential strategies and triggers</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>▪ Agenda &amp; PPT</li> <li>▪ Best Practices Report</li> <li>▪ Focus Group Summary</li> <li>▪ Issues and Opportunities Memo</li> </ul>	<ul style="list-style-type: none"> <li>▪ PUBLIC MEETING PRESENTATION?</li> </ul>
<b>Apr 2021</b>	<p><b>Meeting #5 – 4/12</b></p> <ul style="list-style-type: none"> <li>▪ Select and refine strategies and triggers</li> <li>▪ Review relative magnitude/impact and scenarios</li> <li>▪ Discuss implementation approach and recommendations</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>▪ Agenda &amp; PPT</li> <li>▪ Working Group #4 notes</li> </ul>	<p><i>There may be an additional meeting between March and July to get feedback on draft recommendations.</i></p>	
<b>May 2021</b>	<p><b>Meeting #6 – Late May or early June</b></p> <ul style="list-style-type: none"> <li>▪ Review Draft TDM Growth Strategy recommendations (draft by end of June; final by end of July)</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>▪ Agenda &amp; PPT</li> <li>▪ Working Group #4 notes</li> <li>▪ Draft Recommendations</li> </ul>		<p><b>Focus Groups</b></p> <ul style="list-style-type: none"> <li>▪ Present recommendations prior to Council and Planning Commission hearings</li> </ul> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>▪ Agenda &amp; PPT</li> </ul>
<b>Jun 2021</b>			
<b>Jul 2021</b>		<p><b>Meeting #3</b></p> <p>Present recommendations prior to Council and Planning Commission hearings</p> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>▪ Agenda &amp; PPT</li> <li>▪ Draft Recommendations</li> </ul>	

## Stakeholder Interviews and Small Group Meetings

At the project kick-off meeting, Working Group Meeting #1 and ESC Meeting #1, the Consultant shall confirm the list of stakeholders that will be engaged with throughout the process. Stakeholders will be external and represent organizations or industries that are likely to be directly affected by project outcomes and policy decisions. They may include developers, consultants, property managers, financiers, large employers, and/or transportation coordinators responsible for TDM implementation and compliance. Potential stakeholders may include those identified in the PAC roster brainstorm list that are not included in the final roster. The SIP will be updated with the final list of stakeholders upon completion.

There will be an initial kickoff meeting to bring all of the stakeholders together and introduce the project in December. This will be followed by two rounds of at least six (6) stakeholder interviews/small group meetings that mirror the communications and messaging strategy outlined above (12 total). The interview guides will be developed by Nelson\Nygaard with input from Cogito before they are shared with the Client for input. The Consultant team will develop materials for the focus groups; the City will help coordinate scheduling and do additional outreach if needed to bring stakeholders to the table. Client participation is optional.

## Interested Parties List

To keep engaged members of the general public that do not fall under key stakeholders informed, an interested parties e-mail list will be maintained by City staff. Those on the interested parties list will receive an email from the project team when key deliverables are published on the project webpage.

## Commission, Committee, and Community Presentations

City staff will inform relevant City of Eugene and community committees, commissions, and councils on the project by requesting time on their existing meeting agendas. These groups include:

- City of Eugene Active Transportation Committee
- City of Eugene Sustainability Commission
- Green Lane Sustainable Business Network
- Neighborhood Leaders Council
- Eugene Area Chamber of Commerce, Local Government Affairs Council (LGAC)

## City Council and Planning Commission

City staff will present to City Council and the Planning Commission, providing an overview of the project and potential strategies for consideration at key milestones through the project. Presentations will be through memos, meetings, or work sessions, as directed by the Executive Steering Committee.

## ENGAGEMENT TOOLS/TACTICS AND TIMING

The following engagement tools will communicate key messages described above, as well as project updates at critical milestones to keep key stakeholders and interested parties informed.

### **Project Overview Brochure (October-November)**

The project team will develop a brief and graphic document about the project for distribution shortly after the project kickoff and goal-setting discussions. The Client will be responsible for distribution of the project information sheets (e.g., posting to the website, and sharing among community stakeholders and committee members). The project overview will be provided to the Client in InDesign and Adobe .pdf.

### **Website (Ongoing)**

Nelson\Nygaard will develop text and graphics for use on the City of Eugene's website. The Client shall administer the actual website updates. Three website content updates are assumed and must include the following content:

- Round 1: Introduce project and define key outcomes, including a project fact sheet (December 2020)
- Round 2: Share potential strategies and triggers for feedback (March 2020)
- Round 3: Present draft recommendations (May 2021)

### **Social Media**

To inform the general public on the progress of the project, City staff will develop content to post to social media.

### **E-Newsletter Articles**

To inform the general public on the progress of the project, City staff will develop content for existing newsletters, including the City Council, InMotion and Vision Zero e-newsletters.

## STAKEHOLDER ENGAGEMENT DELIVERABLES

The following deliverables are outlined in the scope of work related to stakeholder engagement:

- Project overview brochure in InDesign and Adobe .pdf
- Text and graphics for at least three (3) website updates
- Agendas, presentations, and notes for Committee meetings
- Draft and final stakeholder interview guide
- Draft and final stakeholder interview summary memo