

On November 30th 2022 the City of Eugene convened a meeting with City leadership and staff, County staff, CAC, RRCO and SSCO Boards. A list of those participating can be found at the end of the report.

Objectives for the meeting included:

- Reconnect individuals across the CAC, RRCO/SSCO Boards and City
- Briefly explain the handout provided for a staff proposed path to adoption for the River Road Santa Clara Neighborhood Plan
- Listen to and understand the concerns of all participants of following or not following the proposed path
- Listen to and understand the hopes all participants have for working together City/Neighborhoods to address obstacles and modify the proposed path.
- Hear advice from the collective group about next steps.

This report is a record of actual statements written by individuals in response to prompts intended to meet the above purposes. Where possible the individual statements have been placed in categories that reflect themes or patterns. For transparency all statements made by City leadership/staff and County staff are identified in [BLUE](#).

The report is written in the order of events.

### **Agenda**

1. Brief review of a draft staff proposed path to adoption for the River Road Santa Clara Neighborhood plan.
2. Introductions -
  - Introduce yourself and your relationship to the River Road Santa Clara Neighborhood Plan
  - What are your hopes for our meeting today and how do you feel about being here?
3. What are the concerns you have about following the staff proposed path to adoption?
4. What are the concerns you have about NOT following the staff proposed path to adoption?
5. Because we work together to address the obstacles or concerns in the proposed path to adoption, what will be the best possible outcomes?
6. What advice do you have about the next steps that will help us successfully address the obstacles/concerns to the proposed path to adoption?

## Our concerns about moving ahead with the proposed path to adoption.

Note: staff responses are in **BLUE COLOR**

- **Misinformation. Misinformation - real support. Lack of communication plan. Communication process. Misinformation. Where to get good information.** Need money for outreach, it can't rest on volunteers. If we don't build sufficient community engagement and momentum, that some "neighbors" will derail the plan before it can be adopted. Continued coordination = burnout. Proposals will not be adopted in a timely manner and some items will be/seem outdated. **Disappointment/confusion from community members. Misinformation/lack of information makes our mission more difficult.**
- **Lack of understanding of the plan - what it means now and into the future for our neighborhood. Push back from the community who say they don't know anything about it.** Can't follow conflicting moving parts - need you to map out city/state code regs and timelines that influence what we can do. Concern that there are proposals in the neighborhood plan that are in conflict with each other or conflict with city code or policies. Will the plan stay on track-timeline? Will the plan stay on track. Follow the timeline. We'll get stuck. Will we ever get it done? **Unforeseen future delays. Getting enough done with limited resources. Not getting buy-in from N'hood. Neighborhood won't buy in and we'll never finish.**
- **Won't find an agreement that meets the neighborhood's vision and the city's desires.** We won't create a process to identify the issues \_\_\_\_\_. Being painted as holding up progress or being stubborn. No one is going to tell me what to do. **We get stuck and can't reach an agreement. Nothing happens because folks don't agree on a path. Missing opportunity to move forward on things that we all care deeply about - lose trust. Bitter/cynical/fatigue. Keeping staff and community morale up. N'hood burnout.**
- **We get a plan that is "less than" what we worked on. Need for compromises for the process to move forward.** That proposals will be modified beyond the intentions of the committee proposed details. Concerns that areas of significant importance to neighbors will be lost. That neighborhoods will reject the plan as lacking teeth. Parts of the plan may be dropped or given less attention. Neighborhood Plan is vague – it doesn't actually do anything. **High expectations won't be met.**

- **The plan does not address issues of governance or service delivery.**  
Without an actual voice in the official decision making process, there is less trust and likely less support. Devil is in the details.
- **Implementation of the parts that aren't; land use and transportation will be ignored - i.e. local business development.** Extending parts of an already long process - corridor code, zone changes. Specific code changes are what we need. "Ongoing processing" will lead to community leadership burnout if these other issues (greenway protections, corridor code changes, piecemeal efforts) are not taken up as part of our NP. They are actionable, otherwise there is nothing to fall back on. That bad development will move ahead under current zoning while we wait. The unknown - getting into the weeds with no resolution.
- **The 2 or 3 different proposals and plans for the corridor.** It is good to postpone the corridor. Neighbors being unaware of the process and being confused about what the plan is and is not (moving ahead). Other projects (LTD, moving forward) - lots of projects in area, city, county ODOT. Neighborhood. Concerned that mass transit and active transport won't improve.
- **Five years of volunteer work around land use. When we are fairly close to having a good proposed code specific to our neighborhoods. Use of "code" language.** Throwing away \$200,000+ dollars spent on the corridor plan. Unwinding the code changes from the rest of the plan leaves us without any clear vision for development or redevelopment over the next four years. It seems a little like kicking the can down the road. Heart sunk when saw 2026 for corridor code. [Losing the work that came out of the transit corridor process. This feels like the second time this has happened in the River Road corridor with the Rasor Park mixed use center process being the first. Lost trust due to not finishing corridor code w/ adoption. Lack of trust in city moving code/rezonings forward = loss of relationship.](#)
- **Lack of trust between city staff and some neighbors. Transparency and distrust.** Why are sticking points sticking points and is the real motivation to have a standard code throughout Eugene? Staff might not listen to concerns and the CAC voices, or may not respond to those concerns.
- **Concerned about the area wide plan for the greenway. Our river section is different.** Land use gets to be a 1 size fits all neighborhoods and we lose what's unique about ours. Developing a citywide plan for the greenway. Protecting what is left of the greenway. Where is our neighborhood voice in the Greenway

Protections deliberations? This is an important component of our original planning and a passionate concern of our community.

- **Primary concern that once again we won't develop a feasible plan to either create 20 minute neighborhoods for future density along major transit corridors.**
- **The plan gets seen as a "city plan: and our neighbors reject it out of hand without considering its merits.** Top-down versus organically up structure will prevent clear communication and collective agreement. The path may be unclear to those outside the CAC giving the appearance of a city-dominated process. Minority neighbors will not be heard with regard to input for the plan. Emphasize the long term democratic process of our community. Not enough of the stakeholders feel it addresses their needs and we lose involvement and buy-in. [That some residents will feel left out of the plan in some ways - whether it is CAC members or citizens who did not get involved in its development. That it will be seen as a "staff's plan" and not a collaborative plan built on years of listening and working together. Community feels like the plan has been forced upon them or that the plan doesn't represent their view about neighborhood development.](#)
- **Segregation from action and progress. Support for actions.** Where are we going to find people to take the actions - too much expectation and ????. Low energy. Adoption of action plan, including transportation issues: This needs to be done with a big funded effort to reach out to the community and promote public engagement. [Creating a mechanism for doing prioritization.](#)
- **When the plan is complete an opposition group will obstruct council approval with recalls or lawsuits.**
- **That we won't document our lessons learned so the future processes have a better chance at success.**

## **The concerns we have about NOT following the proposed path to adoption/forward**

**Note: staff responses are in COLOR**

- **We have no guidelines to direct city/county projects toward a future vision. We will essentially be rudderless. No agreed direction. No triaged priorities.**  
To not have guidelines for when things are going to happen – needs to be a timely manner. Conflict between different programs. That we have no workable tools forward for code changes. Conflicts with zoning continue. Lack of clarity on enforcement of new policies between city and county ex: parking. Lack of clarity on who does what. Community will deteriorate in the meantime. Huge growth with low income (garbage) housing without services, businesses or partnership with the city. **Lost opportunities to move forward with a common framework. It's hard to move forward, make progress without a good plan. No direction available for the development of the neighborhoods. Continued reliance on 1987 plan. Nothing happens. (1987 plan guides). Have no plan to move important projects.policies forward - lack clarity, much disagreement. I think the proposed process is one that should be considered from the start for neighborhood plans (lessons learned)- first adopt the high level vision/goals document and approve an action plan that includes land use amendments as action plan steps. We stay in exactly the same place, time continues to go by, more confusion sets in about what happened to “the plan” and people and property and environment are impacted by lack of vision, goals, actions and code.**
- **That development will occur haphazardly without consideration for livability, respect for others and the environment.** We continue to watch senseless development that takes money out of our neighborhood. Gets built and we have to wait for that to redevelop. That we will be subsumed by the 1 city template and lose unique character eg: the city will just go ahead and do what it wants. That we will lose the special character of our neighborhoods. Risk status quo and go backwards. Status quo, going backwards impacted.
- **Not adapting really great parts of the plan simply because we didn't have a successful process for land use. It might not get done.** All the time invested is lost. That the city will just drop the whole thing. If too many obstacles, cannot see myself continuing even though I want to be involved. Get bogged down in conflict within the neighborhood, between the neighborhoods, and between city staff and the neighborhoods. State mandates/compatibility. **Process will linger on for too long, people will get frustrated and any momentum will be lost. Changes**

in state law necessitated shifts in what is feasible to do with a neighborhood plan, but a lot of good stuff is still in there! Citywide regs needed. Getting ahead of new CFEC regulations.

- **Democracy dies - all the delegated hard work from the past 5-10 years dissolves. Apathy and cynicism.** Why should we believe anything the City is going to do? A free-for-all of groups and people staking their claim to an issue rather than their neighborhood. Many people have been working on this for many years. If the proposed path isn't followed, I'm concerned that it will feel like all the work done so far is being abandoned. Speculators take advantage. Safety and quality of life deteriorate due to not being updated.
- **Timing. We have a new era of “government that doesn't listen and why bother participating” and never get beyond feeling “done to” not “done with”.** City institutions (council/planning commission) will not trust the process. Budget constraints will impede or stop the planning process. Council membership will change and not be supportive of the plan.
- **The city will be out of the loop and a few people will fill the vacuum with an untenable plan.** Cooperation between the city and neighborhoods will break down and the plan stalls. The city will impose regulations/ code etc without engagement of the community further magnifying distrust. Nobody has the energy to go through this whole process again. Burnout - especially community. [Loss of momentum translates into a loss of CAC volunteers; and eventually the city will need to work on other projects and plans. Staff/volunteer burnout because it takes so long due to priority of state mandated deadlines.](#)
- **Not finding any path forward and losing the years of work and investment that have gone into it. Lost progress and strategy.** We burn all our credibility with our neighbors and have to wait an entire generation to start over again. Lost trust and interest in collaboration. Community members become disengaged and become stuck. People aren't heard. Lack of trust between city and cc's. Frustration, dissatisfaction with community. And in the meantime our neighborhood association is seen as completely out of touch and irrelevant. Concern that neighborhood leaders will be seen as failures if a SAZ doesn't get adopted. If the neighborhoods see no product of value produced, the distrust by unincorporated residents will be further eroded. Social capital - diminished. [N/hood effort and investment is all for nothing. Sense of failure. Broken relationships/distrust. Lost work-waste of time. Loss of trust.](#)

- **This process becomes another S. Willamette mess. End up with no plan. “One more plan” shelved.** Lack of communication plan. That the mistrust and misinformation deepens. Harms other neighborhood processes. Afraid we aren't/won't be leading by example and will be impacting future neighborhood processes. Better communication and collaboration between the city and neighborhoods. [City becomes hesitant/doubtful in future NH planning efforts.](#)
- Impasse stagnant. Bottlenecks. Lack of support or capacity to proceed with an alternative. That resources to support dry up and the whole plan dies. Opportunities for funding grants. Loss of opportunities. [Missed opportunities for securing grants connected to the items in the proposed action plan. Not as much \\$\\$ for projects.](#)

**Can not respond because:**

- Re: greenway protections - the “proposed path” has not been defined until we discuss how that process can work - I can't respond about whether it can work. Zone changes to protect greenway and livability postponed leads to “bad developments”.
- Ecco apartments, Vivo apartments, RiverSong cohousing all counting on fast EmX.
- Not concerned about the path, but what are we actually adopting?

**Because we work together, to address the concerns and obstacles we identified to the proposed path forward, What are the best possible outcomes?**

**Note: staff responses are in COLOR**

*Everything you have ever wanted is on the other side of fear.*

- **Continue listening. A new standard is set for other neighborhoods to communicate. Staff and neighbors dedicate themselves to rebuild the belief that we are working toward the common goal of developing a Plan that best serves the neighborhoods and the community as a whole.** Perhaps we should be using the Bob Chadwick exercises of taking turns listening to the others and repeating what was heard would be a good beginning point. Stick with it to build consensus on the path forward. Building and maintaining trust and collaboration. Seeing the value, visions and goals of the process enacted and the neighborhoods flourish. *We do more than we think we can to collaborate on a Plan that captures the spirit of ROCKO/SOCKO :-). Improved trust and relationships. Everyone feels included and understood. Staff is seen as trusted guides and allies.*
- **Those who have collaborated feel heard and respected. City and CAC find a clear path forward. Progress.** Neighbors and local government work together to create a vibrant community that inspires all neighborhoods and unites the world in peace. We can move on and not be STUCK in the mud. We are not moving backwards. Collaboration. Build trust. Design for authentic collaboration and communication in such a complicated project will be developed then tested and used going forward.
- **Consistent information. Further understanding, transparency, discussion, debate, compromise, enthusiasm, motivation, positive outreach.** Neighbors will agree to a final version of the neighborhood plan for submission to the City Council. The City Council will accept the plan as submitted. *A solid framework for advancing community priorities. Vision -> Plan -> Codification -> implement. Get the first two steps done so we can move forward with the rest of the work. We can focus on adopting a plan that gets the foundation for moving forward and helps create a framework for the remaining work that we all commit to finishing. Everyone has clarity on what “done” looks like.*



- **We have a plan to continue forward. We get a sense of WOW accomplishment and pride in a long-term project that guides our RR/SC area for the next 20 years (Broad yet focused).** The outcomes support the community and the neighborhoods. All the time invested results in a good outcome. Leading to a healthier future for RR/SC. The plan gets adopted and the neighborhoods work together on proposed actions over the next 30 years. Leading to things getting done somehow. Be in the position to fund the projects, we receive grants and etc. **Neighborhood plans are adopted and a robust communication effort is implemented to help residents remain engaged to secure implementation of items that were prioritized in the adopted plan. Plan gets adopted, action plans approved retroactively. \_\_\_ and people who participated in planning process from the start - at NEHS, are re-charged to participate in the plan implementation. Invested neighbors feel valued, heard and respected. Many action plan items are not related to code amendments and they could then move forward now. The people in the room are proud of the work, embrace the plan and celebrate together.**
- **We adopt a widely supported plan with a positive influence to the whole city in improving our future livability and resilience.** **Forward movement, progress. To preserve the things you love and adopt the things that are not working as well. A plan and vision that has a high degree of agreement and it is adopted. We have agreement on the importance of annual implementation meeting - including the need for prioritization. People accept the path even if it is not their preferred outcome.**
- **Enthusiasm revives and everyone becomes excited again about the plan. This enthusiasm spreads to the community generally.** We manage to excite our neighbors about the vision they articulated. Those who have collaborated feel heard and supported in their efforts. They can see the future and they are keen beyond measure to manifest it. We end up banging out most of our action plan items in the next 5-10 years and have a community where collaboration is the norm, dissension is respectfully heard but does not gain a lot of traction because so many great initiatives are happening all around us. There is development that is good for all communities. A true community develops. Our children choose to live here as adults. Jerry's Spirit name becomes "gleeful manifestation".
- **We get:** 1. A limited concise plan that is beneficial to most neighbors in our area adopted and we work together for it. 2. Because we take EMX/RR road out, frees that process to work parallel but not slow down the Plan. Actional plan =>

Communication plans! People can see that something is happening. The Plan is adopted within hoped for timeline.

- **The Willamette Greenway receives augmented protections for our neighbors, acknowledging our unique connection.** Neighborhood retains and develops as it is own unique characteristics as it grows.
- **EmX - our people deserve good transit service, good City Councilors, walkable neighborhood. We have a high quality transit service.** Teach neighborhood children how to ride bus, bicycles safely - it will be a lifetime of freedom. [More walkable community. Create 20 min walkable neighborhoods. A future corridor code and incentive program that benefits the whole city.](#)
- **Neighborhood entrepreneurs are supported - we need economic development.**
- **Eugene needs a good newspaper.**
- **It is not personal, it is only planning.**

**What advice do you have that will help you be successful**  
**- suggested next steps**

- **Let's all listen more, talk less (not pointed. I promise). Perhaps we should be using the Bob Chadwick exercises of taking turns listening to the others and repeating what was heard would be a good beginning point.** Seek to understand all perspectives and once those are known - discuss how those goals can be met rather than focusing on why they can't. Strive to get to yes. Look for reasons to say yes instead of no. [Transparency in moving forward. More communication with CAC and RCCO/SCCO to clarify confusion.](#)
- **Keep the faith. Keep on keepin on. Get people together: listen, stay engaged and help carry the actions to fruition. Keep trusting in one another.** If you get frustrated pick up the phone or go to coffee. Lean in and talk about it. Center your (everyone's) humanity. Show up, stay engaged and be willing to compromise for the best use and greatest good. Focus on the positives. [Keep listening. Listen, learn, communicate and compromise. Stay open, resourceful and persistent. Embrace the future without fear, instead with trust and with a collective approach that respects the things that we all love about Eugene.](#)
- We need to have a true working meeting to get into the plan and to discuss. I don't think everyone has read it. Everyone needs to read it. Have a deep dialogue with staff and CAC to agree on what collaboration and participation means specifically - that can be considered accountability to the community. [Develop a communications plan to support adoption of the neighborhood plan and its implementation. Outreach committee meets to collaborate on next steps. Ongoing updates with RRCO and SCCO regarding the adoption process and opportunities for engagement. Teamwork makes the Dreamwork. RRCO - SCCO help narrow the first priorities in the Action plan.](#)
- **We can agree on what is in and what is out for now. A chart that clearly shows the "gaps" between what once was in the plan and what a new path forward looks like.** Then assess those gaps and discuss if some rise to the level of emergent issues that may need interim attention. Need you to map out city/state code regs and timelines that influence what we can do. [Staff and CAC \(community\) meet to debrief after report to chart next steps. \(+Diane\). Meet again and co-create a "roadmap" or plan that all can "mostly" agree to.](#)

- **Simplify Plan and process. Make the Plan more concise - use the whole plan, but communicate - 2-3 bullets concise.** Make it better to understand for new/regular people. Agree on what is in and what is out for now. Have a Chart that clearly shows the “gaps” between what once was the plan and what a new path forward looks like. Then assess those gaps and discuss if some rise to the level of emergent issues that may need interim attention. Then give opportunity for authentic engagement for those who have been outside the process to date. This means developing/strengthening relationships and collaboration with the City. Short-term: simplified talking points that we can take to the larger community in collaboration with the City. There is space for authentic feedback.
- **Have a clear explanation, talking points on plan structure, content and sources. Start with small projects (paint an intersection, show how it is connected to the plan).** Fund outreach to share with visuals of best future. Make visual communication materials. Long-term: An adopted plan that meets both current and long-term needs of our community. We have a pathway for triaged prioritization of our Action items that shoulders and empowers the responsibility of a solution. Mainly with the Neighborhood Associations. **A solid framework for advancing community priorities. Vision -> Plan -> Codification -> implement. Get the first two steps done so we can move forward with the rest of the work. We can focus on adopting a plan that gets the foundation for moving forward and helps create a framework for the remaining work that we all commit to finishing.**
- **TL: DR; The City narrows the list based on feasibility, the neighborhood selects the final. Focus on balancing aspirations with feasibility, without compromising vision.** Good luck. Set Priorities in the action plan and focus on actionable items - short and mid-term wins. Succeed in creating Plan that both guides the next 30 years of development AND preserves/builds upon the Neighborhood character that is valued by residents.
- **Focus first on greenway implementations - use an interest based process to determine the desired outcomes rather than argue about proposed code.** Consider RR specific greenway standards in city-wide process.
- **Support the City’s proposed path to adoption. Don’t let perfect stand in the way of progress.** Don’t expect a perfect plan. Reach consensus, perfectionism = delay. **It has to be easier to update a plan than to adopt a new one! Just has to be. :-)**

- **Shared leadership Neighborhood Boards/CAC for better engagement. Adjust leadership of CAC - New blood to energize more neighborhood folks.**
- **We all invite the broader public into the process in celebratory ways with food and merriment!**
- **Don't be afraid to pilot or test things in the short-term while waiting for long-term change to come.**
- **Don't rely on hired consultants - they can muddy the process.**

## Participant List November 30

### In Person

- Jon Belcher
- Kate Perle
- Cameron Ewing
- Ed McMahon
- Louisa DeHeer
- Louie Vidmar
- Beth Gerot
- Susan Kittleson
- Jerry Finigan
- Dan Isaacson
- Clare Strawn
- Brenda Wills
- Patrick Kerr
- Carleen Reilly
- Pat Reilly
- Grace Kaplowitz

### Virtual

- Mary Leontovich
- Terri Reed
- Jerry Mohr
- Jolene Seimsen
- Tim Foelker

### Staff

- Sarah Medary
- Denny Braud
- Alissa Hansen
- Terri Harding
- Elena Domingo
- Fabio Andrade
- Rob Inerfeld
- Carolyn Burke
- Jared Bauder

### Facilitator

- Diane Groves