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EUGENE CITY COUNCIL AGENDA

October 10, 2016

5:30 p.m. CITY COUNCIL WORK SESSION
Harris Hall, 125 East 8th Avenue
Eugene, Oregon 97401

Meeting of October 10, 2016;
Her Honor Mayor Kitty Piercy Presiding

Councilors

Greg Evans, President	Alan Zelenka, Vice President
George Brown	Mike Clark
George Poling	Chris Pryor
Claire Syrett	Betty Taylor

5:30 p.m. CITY COUNCIL WORK SESSION
Harris Hall, 125 East 8th Avenue

1. **WORK SESSION**
   South Willamette Next Steps

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EUGENE CITY COUNCIL
AGENDA ITEM SUMMARY

Work Session: South Willamette Next Steps

Meeting Date: October 10, 2016
Department: Planning & Development
www.eugene-or.gov

Agenda Item Number: A
Staff Contact: Terri Harding
Phone: 541-682-5635

ISSUE STATEMENT
The City Council held a public forum on September 19, 2016, to hear from the community about potential next steps in planning for the South Willamette area. This work session is an opportunity to discuss next steps to move the process forward.

BACKGROUND
The South Willamette Concept Plan was presented to the City Council in 2013. The Planning Commission recommended approval of the South Willamette Special Area Zone in July 2015. The Eugene City Council discussed the proposal and passed motions related to it on October 21, 2015, and November 9, 2015, putting the Special Area Zone on hold. In January 2016, Oregon Consensus began an assessment process of the planning issues in South Willamette. The main recommendation was to build trust by engaging in a facilitated conversation around common goals for the area. The land use applications were formally withdrawn in May 2016.

Documents related to the project are on the City's website here: http://www.eugene-or.gov/2675/South-Willamette-Area-Planning-Updates.

On April 25, councilors Clark and Brown proposed the South Willamette Street Initiative (Attachment A). On September 19, 2016, the council held a Public Forum on the South Willamette process. The Clark/Brown proposal was discussed, and a WECAN (Walkable Eugene Citizens Advisory Network) proposal was discussed (Attachment B). Over 200 pages of public testimony were submitted at the forum or shortly thereafter. These comments were included in the council's September 26 meeting packet. Complete public comments related to the Special Area Zone, from July 2015 through September 2016, are being assembled and will be posted on the City's website once available.

At the September 26 work session, Councilor Brown read a statement about next steps for a planning process in the South Willamette area. Due to Councilor Zelenka and Syrett's absence, the motion was not made. It is attached to this packet as Attachment C.

Councilor Pryor asked for clarification about refinement plans and area plans. This information is contained in the memorandum in Attachment D.

NEXT STEPS
Staff will be available to answer questions and provide additional information as requested by the Council.

COUNCIL OPTIONS
This work session is for discussion only.

CITY MANAGER'S RECOMMENDATION
The City Manager has no recommendation at this time.

SUGGESTED MOTIONS
None.

ATTACHMENTS
A. South Willamette Street Initiative
B. Collaborative Community Goal Setting Proposal (from WECAN Website)
C. Brown statement regarding next steps for South Willamette, as read on 9/26/16
D. Memo on Refinement and Area Plans

FOR MORE INFORMATION
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South Willamette Street Initiative

A Community-Based Proposal for Addressing the Future of the South Willamette Street Mixed-Use Area

GOALS

I. Fully engage the residents, local business principals and other community members within the area around south Willamette Street to develop a pragmatic, limited, *community-supported* refinement plan covering the commercially-designated lots between 24th and 29th Avenues. (See attached map.)

   The refinement plan should further the Envision Eugene policies for that area, specifically emphasizing the following Envision Eugene "pillars":

   - Promote compact urban development and efficient transportation options
   - Protect, repair and enhance the livability of the established residential areas.
   - Provide housing affordable to all income levels
   - Plan for climate change and energy resiliency

II. Develop community-based recommendations to designate and implement an enhanced walkability and accessibility district encompassing the South Willamette Mixed-Use area and surrounding residential areas.

PRINCIPLES

I. Fully engage and empower the neighborhood community, specifically through the Council of South Eugene Neighborhoods and the four city-chartered neighborhood organizations that CSEN comprises, i.e.:
   - Friendly Area Neighbors (FAN)
   - Southwest Hills Neighborhood Association (SHiNA)
   - Southeast Neighbors (SEN)
   - Amazon Neighborhood Association (Amazon)

III. As recommended by the Envision Eugene Mixed-Use Development Committee (December 10, 2010):
   - Concentrate financial incentives and other aids and incentives on a mixed-use center around one of the intersections on Willamette Street.
   - "Respect the scale and character of existing low-density neighborhoods."

IV. As City Council directed (November 16, 2005): "Incorporate Opportunity Siting as a primary strategy for achieving density targets in mixed-use centers."

V. Enhance the "20-minute neighborhood" that currently exists by focusing on *cost-effective*, *non-disruptive* actions that improve the safety and pleasure of walking and accessibility from area residences to local businesses, schools and recreational facilities.

VI. As approved under the Envision Eugene "livability" pillar, "continue to implement the goals of the Infill Compatibility Standards project to prevent negative impacts and promote positive impacts of residential infill."

ACTIONS

The City acknowledges that the public process for the proposed South Willamette Special Area Zone (SW-SAZ) has not sufficiently engaged the affected neighborhood community members, and further community involvement is necessary to rebuild trust and to provide a sound basis upon which to consider any rezoning or other regulatory changes in the area.

Therefore, the City Manager will develop a detailed proposal, including a work plan, for consideration by the community and City Council. The proposal will include:

- A map demarcating a proposed "South Willamette Street Mixed-Use Area" and a "South Willamette Street Enhanced Walkability and Accessibility District" that defines the initial geographic scope of the other elements of the proposal. (The attached map shows tentative boundaries.)
- A South Willamette Street Mixed-Use Area Planning Team that will be established to fully engage neighborhood community members in the south Willamette Street area. (See below.)
- Draft *South Willamette Street Mixed-Use Area Refinement Plan*

  The Planning Team will collaborate with City staff and engage area businesses, residents, and other area community members to draft a *South Willamette Street Mixed-Use Area Refinement Plan* that includes specific goals, objectives, policies and implementation recommendations consistent with the goals and principles above.

  The draft plan shall address at least the following elements:

  - Land use, including commercial and residential development
  - Traffic and parking
  - Walkability and accessibility

- Proposal for a *South Willamette Street Enhanced Walkability and Accessibility District*

  The Planning Team will also produce a proposal for a South Willamette Street Enhanced Walkability and Accessibility District.

  This district should establish priority for planning and implementing infrastructure improvements, including sidewalks, intersection crossings, signage, landscaping, intersection crossings, as well as publicity, events and other means of substantially improving the safety and attractiveness of accessible walking and wheel-chair movement north and south on Oak and Portland Streets and connecting to and crossing Willamette Street via cross avenues. The proposal should also address pedestrian and accessibility connections from the South Willamette Street area to the adjacent neighborhoods and to the community facilities being planned for the former Civic Stadium site.

  The proposal should not recommend any rezoning of existing single-family residential areas.

- A description of existing and potential options for financial and other incentives to promote the goals and objectives recommended by Planning Team. These should include, but not be limited to additional MUPTE criteria, SDC allocations and Neighborhood Matching Grant allocations.
- Reasonable estimates of the schedule and required professional resources to support the Planning Team with staff and/or a planning consultant.
- Potential grant sources for developing the refinement plan and enhanced walkability and accessibility district, such as from Oregon Department of Transportation.

PLANNING TEAM

The **South Willamette Street Mixed-Use Area Planning Team** shall be appointed by the City Council, based on nominations from the four neighborhood associations.

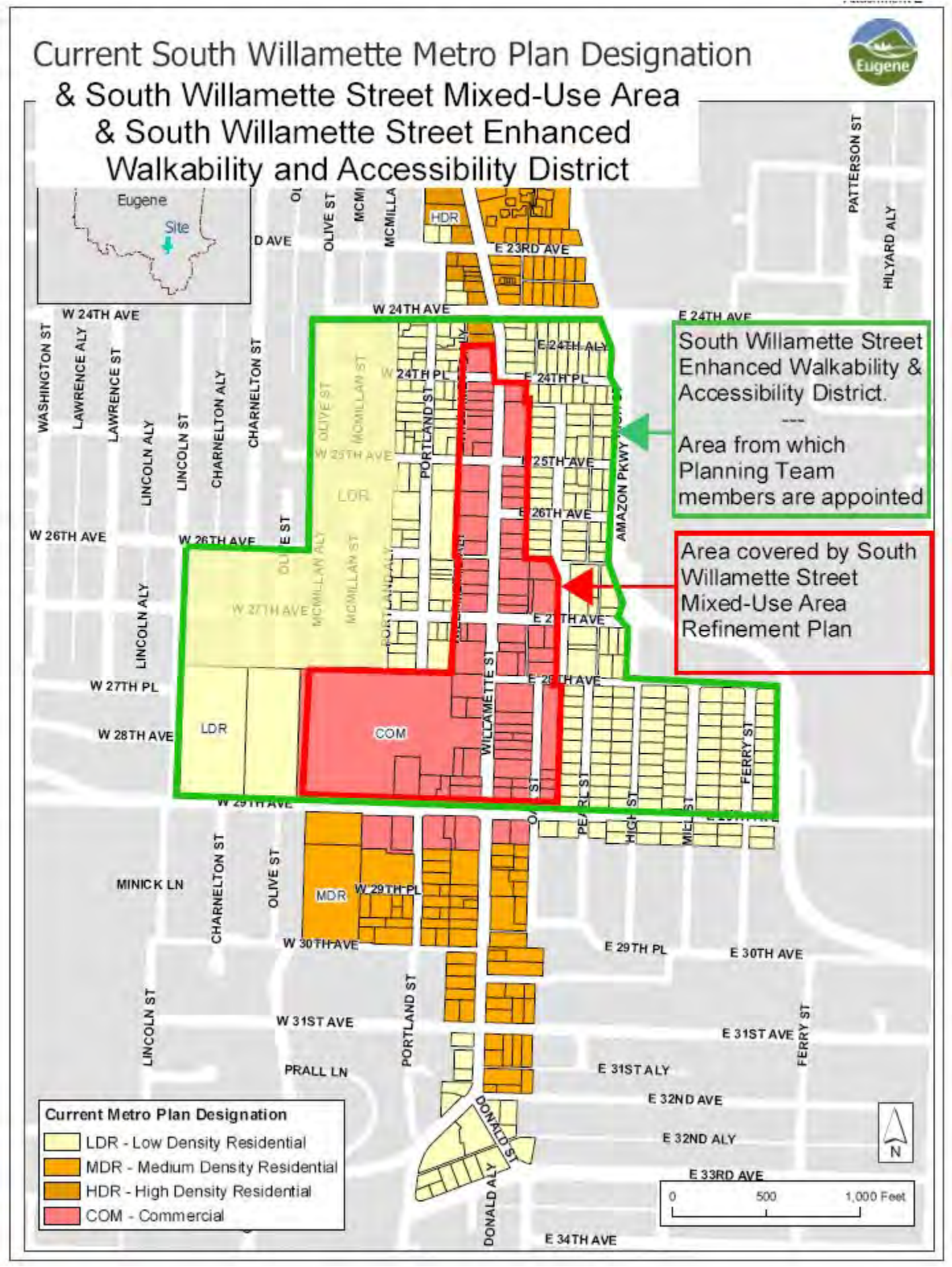
Members of this Planning Team will be appointed from Eugene citizens who are members of the Friendly Area Neighbors based on residency, property ownership or having a business within the "South Willamette Street Mixed-Use Area." In addition, the Planning Team shall include one resident from each of the three adjacent neighborhoods.

Tentatively, the composition of the Planning Team should include:

- Three to five owners or principals of local businesses in the plan area.
- Three to five residents of the plan area and surrounding community area, shown on the attached map.
- One owner of a single-family rental property in the surrounding community area
- One owner of an apartment property in the plan area or surrounding community area
- One resident from each of the adjacent neighborhood associations:
    - Southwest Hills Neighborhood Association (SHiNA)
    - Southeast Neighbors (SEN)
    - Amazon Neighborhood Association (Amazon)

The City Manager should request from CSEN recommendations for Planning Team membership criteria, organizational structure and operating rules, and principles of participation. City Council will consider these recommendations in approving a charter for the Planning Team.

Current South Willamette Metro Plan Designation & South Willamette Street Mixed-Use Area & South Willamette Street Enhanced Walkability and Accessibility District



Collaborative Community Objective Setting Frequently Asked Questions

WHAT'S CHANGED?

This document may be considered "notes," capturing the status of the discussion regarding this idea. As more individuals and groups have the opportunity to weigh in, elements will evolve. For easy reference, this section will highlight any elements that have changed based on continued community input, after 9/27/16. If you have thoughts, feedback, concerns, suggestions, please let us know!

- 10/2/16
  - Changed name to "Collaborative Community Objective Setting" to further clarify the distinction between the broad Envision Eugene Goals and Pillars, and the more detailed objectives that would be an outcome of this process.
  - Based on community conversation, simplified the proposed outcomes of the process- moved specific area determinations and infrastructure needs into localized planning phase, and separated the lexicon into a separate process, leaving the two expected outcomes for the CCOS process as identifying the share of homeless/low-income sites for each area, and determining the parameters of growth in each area.
  - Added section on what comes after CCOS. Added more information on Team selection and composition. Added more information on the proposed timeline. Added more information on who is considered "affected." Added information on the lexicon.

WHAT IS COLLABORATIVE COMMUNITY OBJECTIVE SETTING?

"Collaborative Community Objective Setting" (CCOS) is a community process that provides a bridge between the broad Envision Eugene Pillars and goals, and the specific, on-the-ground strategies that will be developed in localized planning efforts, such as refinement plans or area plans. It would provide a common understanding of terms and concepts across neighborhoods and other interested parties, and would provide enough specific information to ensure that the benefits and burdens of growth are distributed among different areas fairly. It would also help different areas are able to work collaboratively towards city-wide and cross-neighborhood goals, while also providing flexibility for them to develop specific, localized solutions and policies that meet their neighborhood needs.

WHY IS THIS BEING SUGGESTED?

For some time now, our city has struggled with how to conduct constructive, positive discussions that lead to plans that achieve broad support within our community, and lead to tangible actions to achieve the widely-supported goals. This difficulty has become most obvious recently with the controversy surrounding the South Willamette Special Area Zone. A key lesson learned from the proposed SWSAZ and associated process is that the City of Eugene needs to back up and develop a bridge between Envision Eugene's broad goals and objectives, and the more specific plans and complex zoning needed to achieve those goals. Without such a community-supported bridging process, and without clarity regarding common goals, concepts and terminology, neighborhood residents living in affected areas will feel left out and threatened, will lack information needed for productive informed engagement, and will likely strongly oppose proposed changes. The result, as we have seen, will be continued stalemate and a loss of public trust. Through Collaborative Community Objective Setting, we hop to ensure neighborhood livability and economic vibrancy while also accomplishing broader city-wide goals, thus maintaining the integrity of Envision Eugene's seven pillars.

WHAT WOULD THE OUTCOMES BE?

The outcome of the Collaborative Community Objective Setting process would be a specific recommendation to City Council, for City Council to vote on, from the community Team that answers the following two questions:

1. For each of the six key transit corridors and downtown, what are the parameters of new development of each type (multi-family, single family, missing middle, etc.) that reflects each area's "share" to accomplish broader community goals and appropriately manage growth?
2. How many sites for homeless and very-low-income housing are needed in each region to ensure that these needed facilities are distributed fairly and not concentrated in one area.

WHO WOULD PARTICIPATE?

The specific details will still need to be determined, as part of an ongoing discussion. However, several different types of groups would have roles in the process:

- **City Council and the Planning Commission** will have their established governmental roles-- City Council will both initiate the process and be the final decision making body. The Planning Commission to review citizen involvement processes, review the Team's recommendation, and vote on whether to forward that recommendation to City Council.
- **The Team** is made up of citizens of various backgrounds, charged with working collaborative and constructively to create a recommendation to City Council that answer the above questions. The Team is also responsible for both soliciting and incorporating feedback from citizens into their thinking, and for explaining the rationale for their decisions to citizens. The Team will be large enough to represent diverse interests, yet small enough to allow for productive, collaborative discussion and true multi-directional conversation While the specific configuration and selection process of the Team still need to be determined, participants could include:
    - Representatives from relevant neighborhood associations
    - Residents (including both homeowners and renters) from the relevant areas
    - Property owners and landlords from the relevant areas
    - Business owners and employees who work in the relevant areas
    - Representatives of local development and real estate interests
    - Representatives of transportation interests

    - Experts in relevant topic areas (climate recovery, architecture, services to low-income individuals, etc.)
    - Representatives of city commissions, including Planning, Human Rights, and Sustainability
    - Representatives of other key stakeholders (for example, the University)
    - Representatives from the city- staff and council
- **All citizens** will be able to provide input to members of the Team, staff, Planning Commission, and Council, and a wide variety of tools will be used to ensure that any interested citizen is able to have clear information and provide feedback.
- **A facilitator**--a neutral expert in collaborative decision making and land use processes without a specific interest in the outcome of the discussions--will have a responsibility to ensure that a code of conduct and civility is being followed by members of the Team, will assist with logistics (times and locations for meeting, coordinating between Team and City Staff, ensuring that requested data is gathered and presented clearly), will keep the conversation stays on track towards achieving the goal, will ensure that all decisions reflect the collaboration of the entire Team, and the Team's discussion is balanced so that no particular interests or points of view are drowned out.
- **City Staff** provide technical expertise, supply information/data and context, do the technical work to translate of translating the decisions into official language (including checking back with the Team to ensure the decision was captured correctly), shepherd the recommendation through the official approval process, and in conjunction with the Team, facilitator, and City Council, conducts public outreach.

HOW IS THE TEAM SELECTED?

The specifics of how the team would be selected is an area that still needs substantial discussion, to ensure that different interests and areas are represented fairly. Simply selecting one representative from each of the potential interests above would not only clearly create a team that is too large for productive discussion, but would also not necessarily create a balanced team-- for example, just asking that each neighborhood association appoint one member to the team would not take into account the fact that the Bethel neighborhood includes a population similar in size to the FAN, SEN, SHiNA, and Amazon neighborhoods combined, nor that not all neighborhoods have

functioning or robust neighborhood associations. As the community conversation regarding CCOS continues, identifying a constructive solution to this tricky topic will need to be a key focus.

HOW DOES THIS CONNECT TO OTHER PROCESSES THAT HAVE BEEN RECOMMENDED, SUCH AS REFINEMENT PLANS?

Collaborative Community Objective Setting is a complementary process that would precede, but not replace, localized planning efforts such as refinement plans or area plans. Areas and neighborhoods should still to work to create a refinement plan or other localized plans. Since all refinement plans must be consistent with the city-wide plan, the Collaborative Community Objective Setting process helps to ensure that refinement plans are successfully aligned and help achieve both local and city-wide goals. The process can also help resolve conflicting interests or needs among different neighborhoods.

After Collaborative Community Objective Setting and localized/refinement planning, there will need to be a third step of implementation, where projects and initiatives identified in the localized planning efforts are scoped and added to the work plans of relevant departments and refinement plan policies are translated into code language and added to the City land use code.

HOW DOES THIS CONNECT TO ENVISION EUGENE?

The Collaborative Community Objective Setting process is not a reworking of Envision Eugene. The Seven Pillars of Envision Eugene, including concepts such as focusing growth along key transit corridors and promoting twenty minute neighborhoods, are widely supported by the community. Collaborative Community Objective Setting is a process to involve citizens in implementing the vision Envision Eugene outlines.

HOW ARE CITIZENS INVOLVED IN THIS PROCESS?

Citizens in Eugene are involved in many ways. First, all citizens will have multiple opportunities at all stages of the process to become informed about what is being recommended and provide input and feedback. Outreach will occur throughout the Team's work to develop their recommendation, and upon release of the recommendation before it goes to the Planning Commission. The Team will share the

reasoning behind the recommendation and incorporate additional comments. Once the recommendation is presented to the Planning Commission, public notification and opportunity for public comment would follow established city procedures (i.e. Hearings and comment sessions prior to both Planning Commission and City Council decisions.)

WHAT ARE THE STEPS THAT NEED TO HAPPEN?

After City Council approves the CCOS concept as the next step, they will need to select a facilitator, a method for appointing the Team determined and the Team appointed, and begin initial citizen outreach. The Team would meet multiple times over several months to develop consensus recommendations and develop the lexicon. After the recommendation has been drafted, there would be additional public outreach and revision in order to verify the recommendation captures the community consensus. Finally, the recommendation would go through the established Planning Commission and City Council approval processes. This would probably take about a year to a year and a half. Once the Collaborative Community Objective Setting Process has been completed, individual areas could create their own localized plans, such as refinement plans.

WHAT HAPPENS AFTER CCOS?

After the City Council has approved the outcomes of the CCOS, more work still needs to be done. Individual areas would need to do localized planning to determine what specific locations along the key transit corridors should be the focus of initial planning, what kind of infrastructure investments (parks, transportation, incentives, etc.) are necessary in that area to create true 20-minute neighborhoods, how to coordinate with other areas on decisions or recommendations that have a broader impact, and the specifics of how to balance changes with preserving neighborhood character. This would involve refinement planning or another localized planning process for the individual areas.

After the localized planning has been completed, the plans would need to be implemented. This would include both modifying city land use code and comprehensive plan designations as needed to reflect the outcomes of the process, and as well identifying, prioritizing and incorporating into city workplans the projects necessary to accomplish identified infrastructure improvements and other changes.

HOW LONG WILL THIS TAKE?

The expectation is that the actual meetings of the Team to develop the recommendation would take approximately two months. However, prior to the Team meeting, there would need to be some time devoted to gathering information and data, communicating with the larger community, and selecting a facilitator and Team members. After the Team has produced a recommendation, there would need to be some additional time devoted to community discussion and outreach. Ideally, the full time from the time Council initiates the process until a recommendation is ready to go through the established approval processes through the Planning Commission and City Council would be approximately six months.

By clarifying the objectives of local plans and creating a more robust framework for localized planning, the localized planning that would follow would be able to be accomplished more efficiently.

HOW ARE NEIGHBORHOOD ASSOCIATIONS INVOLVED?

For those neighborhoods that have active Neighborhood Associations, the Neighborhood Association would play an important part in helping to provide a forum for gathering input and discussion with the community at large. The specifics of how the Team is selected still require work, but given that this is a city-wide process, the method would have to be fair and equitable for both citizens who are well represented by their Neighborhood Associations as well as those who live in places where neighborhood associations don't exist or don't have the resources to provide representation.

WHO IS "AFFECTED"?

Oregon's Goal One for Citizen Involvement in Land Use Planning indicates that planning shall include a "cross-section of affected citizens." In addition, citizen is defined broadly, to include not just residents or homeowners, but also businesses, non-profits, property owners, and others who would be impacted by the decisions.

The CCOS process continues the Envision Eugene goal to focus growth along key transit corridors, but recognizes that it is not just properties that directly front the key road that are affected. The current thinking is that for the broader objected setting process, "affected" areas would include both the road itself and areas within half a

mile of the road itself, barring major features (such as the river) that would prevent access to the key road. As half a mile is the typical distance that someone can walk in 10 minutes, this would mean that those who are part of the "20-minute neighborhood" centered on the corridors would be represented in the initial process.

This does not mean that zoning or land use would necessarily change for that entire area; the later localized processes would need to examine the specific characteristics of each corridor to help determine what kind of growth makes sense in each area.

WHAT IS THE "LEXICON" AND HOW IS IT CONNECTED TO THIS PROCESS?

In addition to clearer objectives, another area that has been identified as important to support successful localized planning efforts is greater consistency and understanding of terms and concepts related to the topics under consideration. Some concepts have specific meaning in Eugene code, but these are not well-understood or always used consistently. Other concepts and terms are frequently used as part of the discussion, but are not well defined or understood the same way between different individuals and groups. Examples include both concepts like "affordability," "low-income housing," and "workforce housing," as well as specific terms for housing types and concepts-- for example, when we discuss missing middle housing, what are we talking about?

Creating a lexicon, so that concepts and terms are more clearly defined and used consistently between different plans and groups, as well as allowing reporting on outcomes (for example, reports from the permitting department on units added) would be a key tool to help ensure both the success of localized planning efforts and a clear ability to determine if the plans created are successful at accomplishing their goals. However, the process for creating the lexicon may need to be different than that for determining the community objectives, given the different nature of the task.

HOW WAS THIS PROCESS CREATED?

Removing the South Willamette Special Area Zone from consideration lead to the question "what comes next?" Discussions among many groups and individuals-- those who opposed the SWSAZ, those who supported it, and those who had no strong opinion about the SWSAZ but cared about the broader community goals-- indicated that a step had been missed between the broad Envision Eugene process and the

specific South Willamette process. The concept of Collaborative Community Objective Setting was developed in active collaboration with many different groups and individuals, reflecting a multitude of perspectives and interests. What they shared was a desire for a solution that would move us towards a truly community supported outcome.

*Pulled from www.wecaneugene.org on October 3rd, 2016

ATTACHMENT C

Councilor Brown's Statement on a South Willamette Planning Process

Read on September 26th, 2016 (Motion not made)

The City Manager is directed to prepare, in consultation with the appropriate City staff and the elected boards of the four City-chartered south Eugene neighbors--Friendly Area Neighbors (FAN), Southwest Hills Neighborhood Association (SHiNA), Southeast Neighbors (SEN) and Amazon Neighborhood Association (Amazon), a proposal for a planning process that is based on the South Willamette Street Initiative (Attachment A of September 26, 2016 work session AIS).

The City Manager's proposal shall embody the basic structure and elements of the South Willamette Initiative; however, the proposal may make limited adjustments to the geographic boundaries, the composition of the planning team and other details. The proposal may also include recommendations for additional guidelines for the refinement plan process to be established by City Council.

A preliminary draft proposal shall be presented for Council and public review no later than November 1, 2016.

A final draft proposal shall be presented for Council and public review no later than December 1, 2016.

Council's initial discussion and further direction to the City Manager on the proposal shall be scheduled for the December 14, 2016 Council work session.

Council's deliberation and action on the proposal shall be scheduled as soon as practicable following swearing in of the new Council.

ATTACHMENT D

Memorandum

Date: October 3, 2016

To: Eugene City Council

From: Terri Harding, Planning and Development

Subject: Refinement Plans, Area Plans, and South Willamette Planning Options

At the September 26th work session, Councilor Pryor asked several questions about refinement plans and area plans, as they relate to process options for the South Willamette area. The questions fall into two main areas:

1. What current plans are in place covering the zoning and development of the South Willamette area?
2. What options exist for moving forward, including refinement plans, area plans, or other options and how do they differ in roles and responsibilities, legal standing, and technical and operational conditions?

This memo outlines our responses, and provides examples of plans approved by City Council in the past. Our goal is to provide the Council with information on the various tools available to the City to reach community best outcomes related to planning and development.

1. Current plans and zoning in place

The South Willamette area is governed by the Metro Plan, adopted regionally by Springfield, Eugene, and Lane County and administered locally by the City of Eugene. A portion of the properties fronting Willamette Street between 24th Place and 17th Avenue are addressed by the South Willamette Subarea study, which was adopted by the City of Eugene as a refinement to the Metro Plan, to address land use impacts of the potential conversion of Willamette Street to 2 way traffic between 11th and 20th. The two way conversion was implemented between 11th and 18th Avenues; the section between 18th and 20th remains one way south bound. Land use designation recommendations in the Subarea study were also implemented along Willamette Street; for example, properties on the west side of Willamette were changed from Medium Density Residential to High Density Residential, to reflect the R-3 zoning.

Current zoning in the area is shown on the City's zoning map and implemented through the Land Use Code. When a project such as the new Domino's pizza comes in for a building permit, staff implement the standards in the base zone (C-2 Community Commercial in this case) and any applicable overlay zones (none in this case), as well as the building code.

2. Planning options for the future

The City has used a variety of planning tools, including refinement plans and special area plans, to address neighborhood planning issues for many years. A comparison of the recent South Willamette process to Walnut Station, which has many similarities to the South Willamette project, is contained below, along with two plans mentioned as models by Councilor Brown at the September 26th work session (Whiteaker Plan and Willakenzie Area Plan).

Comparison of Neighborhood Plans

	South Willamette Concept Plan 2013	Walnut Station Specific Area Plan 2010	Whiteaker Plan 1994	Willakenzie Area Plan 1992
Neighborhood Associations included in plan boundary	Part of: FAN SHiNA (was Crest) SEN	Part of Fairmount	All of Whiteaker	Cal Young and Harlow (now also Northeast Neighbors and Goodpasture Island)
Neighborhood Planning Team?	No	Stakeholder Committee	Planning Team	Planning Team
Staff role	Interdepartmental/ agency staff team	Interdepartmental/ agency staff team	Interdepartmental/ agency staff team	Interdepartmental/ agency staff team
Production of plan elements, urban design/code	Staff	Consultant	Staff	Staff
Planning Commission Recommendation	Yes	Yes	Yes	Yes
City Council Adoption	No	Yes	Yes	Yes
Implementation Actions	SAZ followed in 2015; pilot street improvements for South Willamette implemented in 2016	SAZ Adopted concurrently; other actions taken over time (Franklin Blvd improvements, Arena parking and traffic management district, etc.)	SAZ Adopted concurrently; other actions taken over time (EmX construction in 2016, etc.)	Some Metro Plan amendments and zone changes shortly after plan adoption; other actions over time (Delta Highway ped bridge, street improvements, etc.)

As shown in the table, each plan covers a different geographic area. Some include portions of one or more neighborhood associations, some include an entire neighborhood association, and some include multiple entire neighborhoods. The staff role in all of these projects, however, was the same. City staff work across departments and collaborate with other agencies to support the vision and goals of the community. Staff or consultants also produced plan elements, urban design products, and code language in collaboration with community volunteers. The role of the Planning Commission is the same in all of the examples.

Two key differences between the South Willamette Concept Plan and Special Area Zone and past planning efforts shown in the table are evident. The South Willamette process did not employ a formal neighborhood planning team, and the Concept Plan was not adopted by the City Council as a refinement plan. The other three examples included those steps.

Refinements to Metro Plan policies are not legally required to be adopted prior to adopting code updates, or taking other actions such as street improvements, as long as those code updates or actions are consistent with adopted plans. Goal 1of the Oregon State Planning Goals provides the framework for public engagement when making changes to land use regulations, but does not specify how that engagement should occur. Local jurisdictions, in this case the Eugene City Council and the Eugene Planning Commission, have flexibility in how they choose to engage the public. They may also decide what, if any, adopted policy refinements are needed to address the needs of the community.