

## **1. Step 1: Convening**

The WEC should take the following actions to convene, with input from various ad hoc task forces and the prior “WE” group.

The WEC completed this step at its May 18–21 meetings.

### **a. Purpose Statement**

Agree to a **Purpose Statement**.

### **b. Collaborative Members**

Select members of the West Eugene Collaborative.

### **c. Facilitators**

Hire facilitators.

### **d. Operating Agreements**

Adopt **Operating Agreements**.

## **2. Step 2: Problem Statement & Work Plan**

The WEC should take the following actions, with input from the Problem Definition/Work Plan Task Force and City/LTD Studies Task Force.

### **a. Core Values Statement**

Adopt a **Core Values Statement** that builds on the **Purpose Statement**. A set of core values is suggested above. Moreover, the Damascus/Boring Concept Plan project adopted a 4-page Core Values Statement, which could serve as inspiration.

### **b. Problem Statement**

Adopt a **Problem Statement** that defines in greater detail the problem alluded to in the WEC’s **Purpose Statement**, and respects the **Core Values Statement**.

The Problem Statement should be refined during Step 3: Background and Step 4: Goals, Principles & Evaluation Measures using the products of those steps.

### **c. Work Plan**

Adopt a **Work Plan**.

### **d. Schedule**

Agree on a **Schedule** for completing the Work Plan.

### **e. Technical Teams**

Form the following four **Technical Teams**, with members drawn from both inside and outside the WEC:

- Land Use Technical Team
- Transportation Technical Team
- Economy Technical Team
- Environment Technical Team

The Technical Teams should work under the direction of and provide information to the full WEC group. It is expected that the Technical Teams will meet frequently between meetings of the full WEC.

### **f. Resources Task Force**

Form a **Resources Task Force** to ensure that the WEC has the needed financial and technical resources to complete its work, and moreover to lay the groundwork to ensure that the relevant entities will have the needed resources to implement the WEC's recommendations.

The Resource Task Force should work in close coordination with the full WEC group. It is expected that the Resource Task Force will meet as needed between meetings of the full WEC.

Initially, the Resources Task Force should ensure that the Technical Teams have adequate resources (staff, expertise, time, money, etc.) to complete at least Step 3: Background and Step 4: Goals, Principles & Evaluation Measures.

During Steps 3 and 4, the Resources Task Force should assess the availability of resources for completing the entire work plan, and should help secure the needed resources before the start of Step 5: Identify Alternatives.

## **3. Step 3: Background**

### **a. Public Perceptions Survey**

The WEC should consider forming a task force to survey public perceptions about west Eugene. The results of the survey should inform the Background Reports and/or the Goals, Principles & Evaluation Measures Reports.

Information about public perceptions can be gathered using any of the following techniques:

- Scientifically valid telephone poll
- Voluntary web-based poll
- Focus groups
- Public forums

## **b. Background Reports**

Each Technical Team should develop and the WEC should adopt a **Background Report** that builds on the Purpose Statement and Core Values Statement, and that helps to refine the Problem Statement.

Each report should include the following elements:

- Executive summary (no more than 6 pages)
- Summary of relevant past and existing plans
- Summary of existing conditions
- Summary of relevant currently planned future actions
- Summary of future projections, assuming existing conditions and currently planned future actions
- Summary of issues, opportunities and challenges

The following sections suggest the kinds of data to be gathered by each Technical Team.

### **i. Land Use**

- The development of affordable housing outside the urban area, in rural communities
- Baseline—how is land used now in West Eugene and what is the “business as usual” projection
- Mapping of existing uses that identifies
  - Ratio of land values to developed building values—mismatched areas & possibility of re-development
  - Zoning data—use current zoning map in overlay with existing development map
  - Compare the metro plan with the city zoning plan
- Residential: where is it currently and how is it projected to change
  - What are the constraints for development of residential
- Identify and collect other plans—refinement, nodal development
- What are the plans for people parks and recreation?
- What are the plans for public facility development such as police, schools?

### **ii. Transportation**

- Traffic Flow Map: The map from Ed Moore is useful yet covers more area than is pertinent to the work of the group. Kevin agreed to develop a map that is more focused on our area of interest.
- Data Need: traffic counts that describe the source of traffic to and through the area
- Data Need: City survey of traffic problems, or increased traffic density over time.
- Current traffic analysis

- VMT (Vehicle Miles Traveled) Production Mapping
- Residential and commercial and industrial: who is going where to where? (origin-destination study)
- Trip-length histogram
- Mode distribution—mode share
- Transportation baseline today and a “business as usual” projection
- Collect previous transportation plans

### iii. **Economy**

- Percent of household income spent on transportation, housing, food, etc.
- Economy and jobs—what are the current status and the “business as usual” projection?

### iv. **Environment**

- Surface and subsurface hydrology
- Current vegetation
- Map of critical environment areas in relation to surrounding areas & other uses
- Public use of and access to WE Wetlands
- Wildlife habitat
- Corridors for migration, movement
- Geology map
- Archaeological sites
- Scenic resources and corridors
  - Ridge to River information—plans & options
  - West Eugene wetlands plan

## **4. Step 4: Goals, Principles & Evaluation Measures**

### **a. Public Input**

The WEC and the Technical Teams should consider soliciting public input while developing Goals, Principles and Evaluation Measures.

### **b. Goals, Principles & Evaluation Measures Reports**

Each Technical Team should develop and the WEC should adopt a **Goals, Principles & Evaluation Measures Report** that builds on the Purpose Statement, Core Values Statement, and Background Reports, and that helps to refine the Problem Statement.

Each report should include the following elements:

- **Executive summary** (no more than 6 pages)

- **Goals:** Set the vision and the picture of what the WEC is trying to achieve for west Eugene. The Goals will elaborate on the Core Values Statement. The Goals should also be consistent with relevant federal, state, regional and local policy direction.
- **Principles:** Provide guidance on how the goals can be achieved. The Principles break the goals down into separate pieces. They will be used for setting the stage for how the alternatives will be developed. They may include a list of “tools” or “strategies” or “guidelines” for making the principle a reality.
- **Evaluation Measures:** Specify ways that the different alternatives can be measured to see how well the Goals (hence the Core Values) are achieved. Not every Principle will need an Evaluation Measure.

**i. Land Use**

The following Principles (Land Use Measures) should be considered:

- Key areas of increased density
- Transit oriented development
- “Fine grain texture” of development—a good mix of uses, non-Euclidian zoning
- Appropriate design patterns.

**ii. Transportation**

The following Principles (Transportation System Improvements) should be considered:

- West 11<sup>th</sup> as a multi-way boulevard
- BRT (EmX)
- Train
- Bicycle and Pedestrian routes
- Other transit
- Permeability: network of roads and connectivity

**iii. Economy**

The following Principles (Market Strategies, Transportation Demand Management) should be considered:

- Increase fuel cost

**iv. Environment**

The following Principles (Environmental Protections) should be considered:

- Create movement corridors

## **5. Step 5: Identify Alternatives**

### **a. Public Input**

The WEC and the Technical Teams should consider soliciting public input while identifying Alternatives.

### **b. Design Workshop**

The WEC should hold a **Design Workshop** (or Charrette) to brainstorm and sketch alternative approaches for meeting the adopted Goals using the adopted Principles. This Design Workshop may require special facilitation expertise.

In addition, the WEC may opt to include members of the larger community in this activity.

### **c. Identify Partial Alternatives**

Based on the results of the Design Workshop as well as other ideas that have been floated before, each Technical Team should identify Partial Alternatives for achieving the Goals (identified by that Technical Team?). Each Partial Alternative should include a list of actions to be taken.

### **d. Identify Integrated Alternatives**

Based on input from the Technical Teams, the WEC should attempt to integrate Alternatives and decide which Alternatives to evaluate.

➤ **It is likely that it will require significant technical resources to identify Alternatives.**

## **6. Step 6: Refine & Evaluate Alternatives**

### **a. Public Input**

The WEC and the Technical Teams should consider soliciting public input while refining and evaluating Alternatives.

### **b. Evaluate & Refine Alternatives**

Each Technical Team should evaluate the selected Alternatives against the Evaluation Measures.

Note that each Technical Team will focus on just the Evaluation Measures pertaining to its issue area, but will assume that actions in each Alternative drafted by all Technical Teams are taken.

For example, the Transportation Technical Team will evaluate each identified Alternative against Evaluation Measures such as level-of-service or number of households within ¼-mile of frequent transit service. But in so doing, they should assume that all land use, transportation, economy and environment actions in the alternative are taken.

It is expected that this step will be iterative and will require frequent communication between the different Technical Teams and the WEC to achieve the kind of integration desired. As such, this step may take some time.

### **c. Select Preferred Alternative**

Based on input from the Technical Teams, the WEC should decide on a Preferred Alternative.

It is possible that no one Alternative will achieve all the Goals in a practical manner. Thus the WEC will need to weigh what is desired against what is possible and strive for a consensus decision. As noted above, this may be an iterative process, with some back and forth between what the WEC wants and what the Technical Teams say is possible.

- **It is likely that it will require significant technical resources to evaluate and refine Alternatives.**

## **7. Step 7: Recommendations**

### **a. Partial Recommendations**

Each Technical Team should draft portions of Recommendations pertaining to their area of expertise.

### **b. Integrated Recommendations**

The WEC should review and adopt final Recommendations.

### **c. Publication**

The WEC should publish its final Recommendations and work to see that they are adopted by the affected entities and implemented.