

EUGENE CITY COUNCIL

AGENDA ITEM SUMMARY



Work Session: Housing and Urban Development Sustainable Communities Grant

Meeting Date: September 26, 2011
Department: City Managers Office
www.eugene-or.gov

Agenda Item Number: 5
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ISSUE STATEMENT

The Eugene-Springfield metropolitan area is one of 45 regions in the country selected to receive a Sustainable Regional Communities Planning Grant from the U.S. Department of Housing and Urban Development. Its primary purpose is to build economic competitiveness by connecting housing with good jobs, quality schools and transportation. The greatest opportunity of this grant is to enhance this region's competitive advantage for receiving future federal funds for priority economic development, transportation, and housing projects.

The purpose of this work session is to provide the City Council with an update on the grant program, local use of these funds, and linkages to City of Eugene goals as well as provide the council an opportunity to discuss the City's continued partnership in the grant.

BACKGROUND

On October 14, 2010, Housing and Urban Development (HUD) announced that 45 regional areas across the country, including the Eugene-Springfield metropolitan area, were awarded nearly \$100 million in new, competitive grants to promote smarter and sustainable planning for economic growth. This new Sustainable Communities grant program reflects a federal priority to reduce single objective funding appropriations, and to better integrate federal programs that can support local plans, policies, and economic goals within a framework of six Livability Principles:

- Provide more transportation choices
- Promote equitable, affordable housing
- Enhance economic competitiveness
- Support existing communities
- Coordinate policies and leverage investment
- Value communities and neighborhoods

Application for Funds - In 2010, the Lane Council of Governments led the development and submission of an application to the U.S. Department of Housing and Urban Development (HUD) for a Sustainable Communities Regional Planning Grant for the Lane Livability Consortium (Consortium). Applications were required to be submitted by multi-jurisdictional, multi-sector partnerships. As the Metropolitan Planning Organization (MPO) and focal point for regional

governmental coordination, the Lane Council of Governments (LCOG) took on the responsibility for submitting the application. This region was selected as one of 45 Sustainable Communities grant recipients selected from over 1,000 applications and was the only one selected from Oregon.

Project Scope - The goal of the consortium is to build on the strength of existing regional plans and to create linkages among those plans. One of the major strengths of the region's application was the presence of multiple multi-jurisdictional plans including the Regional Plan for Economic Prosperity, the Regional Transportation Plan, and the Eugene-Springfield Consolidated Plan. The Consortium program will look at ways to integrate these existing plans and goals in a sustainability framework and strengthen coordination among the partners to maximize effectiveness. The products will be presented as a regional investment strategy. Given HUD's emphasis on Federal interdepartmental integration, the work will largely be focused on enhancing future efforts to obtain Federal funding for local projects.

Much of what is contemplated through the Consortium project is consistent with the Envision Eugene planning effort and will further implement the plan vision and strategies that have been identified, and are anticipated to be critical to the successful implementation of the Eugene Comprehensive Plan, once adopted. Specifically, the program inventory and assessments for the Economic Development, Housing, and Transportation programs is work that needs to be completed to move forward council goals, including those called out in Envision Eugene Pillars 1, 2, 3, and 4. Understanding the baseline for these programs will also enhance staff's ability to effectively carry out Pillar 7, plan monitoring, and flexible adaptation. The integration analysis and opportunity for the creation of shared elements in regional plans provides a framework for efficiency through regional infrastructure and capital investment plans.

Participants - Parties to the application included City of Eugene, City of Springfield, Lane County, Lane Transit District, Lane Council of Governments, Metropolitan Planning Organization, Oregon Department of Transportation (ODOT), Housing and Community Services Agency of Lane County, the University of Oregon Sustainable Cities Initiative, and St. Vincent de Paul Society of Lane County. Eugene Water & Electric Board and Emerald People's Utility District subsequently agreed to join the consortium.

Recent Events – Towards the end of June 2011, the City of Springfield and Lane County raised several concerns about the proposed Work Plan and the management of the grant by LCOG. The concerns centered around LCOG's level of participation in and management of the grant; and the clarity of Consortium project goals and outcomes. Because of these concerns, the City of Springfield voted to stop its participation in the grant and it was assumed that the county would follow suit.

A re-grouping team was established at the beginning of July which included the City of Eugene, the City of Springfield, Lane County, ODOT, the UO, and Byron Vanderpool of LCOG, with Brenda Wilson as the interim project manager (see Attachment A). This team developed a new governance structure which included the two city mayors and the county board president. The re-group team, along with a new Project Management Team, drafted a new Work Plan (Attachment B) which addresses the concerns raised, includes new opportunities identified by

the partners, and still reflects the guidelines and requirements set forth by HUD. Stephanie Jennings was also appointed as the new project manager.

On September 19, the Springfield City Council voted 4-to-1 in support of the new Work Plan and Memorandum of Understanding. It is important to note that the contents of the Work Plan are still being reviewed by HUD and changes may be recommended or required.

Next Steps – If the new governance structure and Work Plan are approved by HUD, this project will be led and managed by the Project Management Team, with oversight from the Leadership Committee, and supported with grant funds through the HUD Sustainable Communities Grant. The Lane Council of Governments will serve as the fiduciary partner for the grant.

RELATED CITY POLICIES

The Consortium project seeks to build on the strengths of existing regional efforts and plans as well as plans specific to participating jurisdictions and agencies. Such plans include but are not limited to the following:

- Envision Eugene
- Eugene Climate and Energy Action Plan
- Eugene Growth Management Policies
- Regional Prosperity Economic Development Plan
- TransPlan
- Central Lane MPO Regional Transportation Plan
- Eugene-Springfield 2010 Consolidated Plan

COUNCIL OPTIONS

1. Move to continue as a partner in the Lane Livability Consortium.
2. Decline to continue as a partner.
3. Take other action, as directed by the council.

CITY MANAGER'S RECOMMENDATION

The City Manager continues to believe that it is in the City's interest to continue as partners in the Lane Livability Consortium and therefore recommends Option 1.

SUGGESTED MOTION

Move to direct the City Manager to have the City continue as a partner of the Lane Livability Consortium.

ATTACHMENTS

- A. New Governance Structure
- B. Work Plan Dated September 15, 2011

FOR MORE INFORMATION

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**HUD Sustainable Communities Grant
Governance Structure Proposal**

Leadership Team (LT)

- Key elected/appointed officials: Mayor Piercy, Mayor Lundberg, Commissioner Stewart, Robert Liberty.
- Charge – policy level review; liaison with policy bodies, community and others; project communications.

Project Management Team (PMT)

- Key appointed officials: Eugene, Springfield, Lane County, UO, ODOT, LCOG (MPO).
- Charge – oversight and guidance to Project Manager and Project Core Team; review of work products; communications with Leadership Team.

Project Core Team (PCT)

- Staff members assigned by grant partners.
- Charge – implementation of work plan tasks; production of project content; project reporting.

Project Manager

- Stephanie Jennings - reporting responsibilities to Leadership Team.
- Charge – overall compliance with grant conditions; manage timelines and decision points; primary point of contact for HUD and partner entities.



Sustainability is our capacity as a community to grow and change, to more deeply understand the inter-relationships of our human, economic, and natural systems, and to make the decisions today that ensure our viability and resilience for tomorrow.

The Lane Livability Consortium

Purpose Statement

To build upon our successes and to develop a regional investment strategy for our region by developing expertise, tools, and processes that will be implemented to enhance livability, ensure social equity, and build a healthy local economy as integrated and efficient systems within the following key program areas.

- The Lane Livability Consortium
- Equitable and Inclusive Public Engagement
- Integration of Housing/Economic Development/Transportation;
- Climate Change and Public Health
- Strategic Infrastructure Investments
- Capacity Building

Background

Since 1973, Oregon has maintained a strong statewide program for land use planning. The foundation of that program is a set of 19 Statewide Planning Goals that express the state's approach on issues ranging from Citizen Involvement, Agricultural and Forest Lands, to Economic Development, Housing, and Transportation. Other pertinent Statewide Planning Goals address Natural Resources, Scenic and Historic Areas, and Open Spaces; Air, Water and Land Resources Quality; and Energy Conservation.

In the Eugene-Springfield metropolitan area, the Eugene-Springfield Metropolitan Area General Plan, or *Metro Plan*, has been developed in accordance with the statewide planning goals and is the basic guiding land use policy document, providing an overall framework supplemented by more detailed refinement plans, programs, and policies. While the *Metro Plan* has successfully served the region for the last 30 years, Eugene, Springfield and Lane County are now embarking on a new era in planning that will enable the cities to exercise more individual control over local matters while maintaining critical regional governance partnerships. This local effort occurs within the evolution of the larger planning discipline to recognize the importance of regionalization, social equity issues, and economics. As Eugene, Springfield, and Lane County work to make government function more efficiently and chart their own common and independent futures, they also continue to recognize the value of collaboration, and to develop a regional investment strategy to more fully evaluate the implications of human development on the local landscape. In order to assure that our planning documents fully meet the needs of a regional plan for sustainable development, this project will address two types of gaps in the current *Metro Plan*: process-related gaps and planning content gaps. The first goal will be to

better integrate the component pieces within and between agencies by addressing conflicting boundaries and their correlating decision-making structure; developing strategies for increased collaboration and integration of key plan components. Secondly, by building our capacity for more collaborative discussions we will be prepared to take on the content-specific gaps, such as economic development, sustainable growth, affordable housing, public health, and social equity.

Lane Livability Consortium.

As the cities examine growth and public investment independently, the ***Lane Livability Consortium*** will provide a ***regional forum*** that can best facilitate the partner's discussions regarding issues and challenges that are common to the region and which are best met with a collaborative problem-solving model. Specific program areas for Consortium efforts include comprehensive and inclusive public engagement, establishing a baseline for measuring the success of future sustainability efforts, building organizational capacity locally and statewide, and identifying a process to make more strategic regional investments in support of sustainability primarily in the areas of housing, transportation and economic development.

Effectively engaging a diverse set of regional stakeholders will be the core component of our work. It will lead to new relationships within and between the partner agencies, new metrics for examining and establishing planning priorities and work plans, and will identify current gaps in how we are integrating sustainability into our current regional plans. This body of work will be presented to the local elected officials as they evolve the Metro Plan through their existing timeframes, and will also be applied uniquely within each organization as they seek future funding for projects identified and supported through the work of the Consortium. Members of the Consortium include the Central Lane Metropolitan Planning Organization (MPO), Lane Council of Governments (LCOG), City of Eugene, City of Springfield, Lane County, Lane Transit District, St. Vincent de Paul Society of Lane County, University of Oregon (UO) Sustainable Cities Initiative, Housing and Community Services Agency of Lane County (HACSA), the Eugene Water & Electric Board, and the Oregon Department of Transportation (ODOT). It is anticipated that additional jurisdictions and interests will be added as needed throughout the project. Governance of the Consortium will be by consensus.

Operations of the Consortium

Ultimate responsibility for the activities of the Consortium will be vested in a Leadership Team composed of elected officials from the three general purpose governments (the City of Eugene, the City of Springfield and Lane County), and a senior appointed official from the University of Oregon. This team will generally oversee the activities of a Project Management Team comprised of senior appointed officials from the organizations represented on the Leadership Team, with the addition of the Oregon Department of Transportation and the Lane Council of Governments.

The Project Management Team will be the principal oversight body for the Consortium, providing direction and guidance to the Project Manager and Project Core Team, which will perform most of the activities of the Consortium. The Project Management Team, along with assistance from a Project Manager, will be responsible for review of Project Core Team work

product and communications with the Leadership Team, and resolution of any conflicts or disagreements where the Project Core Team is unable to achieve consensus. The Project Management Team will meet at least once quarterly and at such other times as it deems necessary. The Project Management Team will refer such matters to the Leadership Team as raise issues of policy concern appropriate for resolution by elected officials.

The Project Core Team will be comprised of staff members assigned of consortium agencies, as designated by their agency. The Project Core Team will be responsible for implementation of work plan tasks and production of project content. The Project Core Team is also responsible for making an initial recommendation for a catalytic infrastructure project or projects to demonstrate successful implementation of a regional investment strategy.

The Project Manager will have responsibility for facilitating and leading the day to day activities of the Consortium, by providing guidance and advice to the Project Core Team. The Project Manager will oversee grant administration; provide leadership in meeting the goals and intended outcomes of the Project; implement the overall Project communication plan and support the Consortium agencies in their Project-related outreach efforts; facilitate conflict resolution between Consortium members; investigate opportunities to recruit additional membership to the Consortium; and serve as the Liaison to the Department of Housing and Urban Development (HUD) for the project and for the Consortium.

Work Activities

Sustainability Baseline Assessment. The UO Sustainable Cities Initiative will lead the Consortium effort to produce a two-part Sustainability Baseline Assessment with one component focusing on public engagement strategies and one on existing plans. This will allow the region to identify strengths, gaps and barriers in our existing sustainability efforts, and to develop new opportunities to engage traditionally underrepresented communities.

Meeting Greenhouse Gas Reduction Targets. The Consortium will support the Central Lane MPO and partner agencies in developing a regional approach which can be used to address necessary planning to reduce Greenhouse Gas production within the MPO.. This work will include significant data and modeling development, research of equity considerations related to reducing Greenhouse Gas (GHG) emissions, and the development of scenario planning methodology, GHG Reduction Strategies, and Regional Decision-Making models.

Smart Communities: Closing the Gaps. The Consortium will develop new strategies and new models for more integrated planning and decision-making, especially related to the focus areas of housing, transportation, and economic development. This work will build on the recommendations from the Sustainability Baseline Assessments and will include the development of a triple bottom line analysis tool and accompanying resources, as well as recommendations for new strategies related to climate change, public health, and social equity, and a comprehensive set of practices, planning processes, and decision-making tools that the partner jurisdictions can use to orchestrate changes in their respective policies and protocols. This will ensure that community members have the skills, resources and assurances needed to

develop plans and programs that address economic, environmental and social problems and opportunities and direct investments that are supportive of the community's vision.

Moving Plans to Actions. The Consortium, in collaboration with the UO Sustainable Cities Initiative, will lead the effort to develop a Regional Investment Strategy that will better link key housing, transportation, economic development and other infrastructure investments. This work includes cataloguing and evaluating planned capital investments and available funding sources to develop draft and final Implementation and Financing Plans and refining the Triple Bottom Line Analysis Tools to consider how best to equitably distribute infrastructure, amenities and services, ensure that public revenue sources are economically sustainable, promote equity, foster healthy ecosystems and create communities of opportunity.

These new investment strategies, processes and tools will be put into action with the development of a concept plan and preliminary budget for a catalytic capital project in the Franklin Corridor, an area where the three general purpose governments independent planning responsibilities have common boundaries and connections, as well as a set of smaller projects based on the opportunities identified in the Regional Investment Strategy. These projects will require significant agency collaboration and stakeholder involvement, and will include detailed project scoping, preliminary project review and analysis, Triple Bottom Line Assessment, as well as development of capital and operating costs estimates and identification of preliminary funding sources. Implementation agreements will be secured to implement the projects.

DRAFT PROPOSED CHANGES TO WORK PLAN September 15, 2011

PHASE I		LANE LIVABILITY CONSORTIUM
TASK 1.0		Lane Livability Consortium
Task 1.1		Program/Purpose
	<i>Purpose</i>	To develop a clear message about project's purpose and outcomes for use by Consortium members in promoting the project, building constituencies, and completing tasks.
	<i>Goal(s)</i>	➤ Consortium and Stakeholder Support
	<i>Activities</i>	Draft Project Overview, discussions at Consortium Meetings,
	<i>Public Info/Invo</i>	For information only.
	<i>Products</i>	<input type="checkbox"/> Project Overview (draft completed)
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	Consortium members (all)
	<i>Timing</i>	First 3 months.
Task 1.2		Organizational Structure
	<i>Purpose</i>	To define an organizational structure for the Consortium, including an internal operating structure, and a structure for working within a regional policy framework for communication, decision-making, and implementation.
	<i>Goal(s)</i>	➤ Operational efficiency and excellence.
	<i>Activities</i>	Draft structure for review and acknowledgement by Consortium members. Ongoing communication as needed.
	<i>Public Info/Invo</i>	For information only.
	<i>Products</i>	<input type="checkbox"/> Bylaws and Organization Chart/Graphic
	<i>Lead Agency/Staff</i>	LCOG <u>Project Management Team (PMT)</u>
	<i>Other Participants</i>	Consortium members (all)
	<i>Timing</i>	First 3 months. <u>No later than Sept. 30, 2011</u>
Task 1.3		Communications Plan
	<i>Purpose</i>	To clarify roles and responsibilities for internal and external communications. To identify stakeholder audiences and information/messaging needs and opportunities. <u>To identify mechanisms for informing elected officials of progress and for elected officials to provide comments and feedback</u>
	<i>Goal(s)</i>	<ul style="list-style-type: none"> ➤ Accurate and timely information. ➤ Internal and external stakeholder support, education, and participation.

	<i>Activities</i>	Draft communications plan for review and acknowledgment by Consortium members. Include training components as needed.
	<i>Public Info/Invo</i>	For information only.
	<i>Products</i>	<input type="checkbox"/> Stakeholder Database <input type="checkbox"/> Consortium Member Contact List <input type="checkbox"/> Internal Consortium Communications Plan <input type="checkbox"/> External Communications Plan
	<i>Lead Agency/Staff</i>	<u>LCOG Project Management Team (PMT) and Project Manager (PM)</u>
	<i>Other Participants</i>	Consortium members (public information expertise)
	<i>Timing</i>	First 3-6 months, with on-going implementation of Communication Plans <u>No later than Nov. 30, 2011</u>
Task 1.4		Focus Area/Teams
	<i>Purpose</i>	To identify range of focus areas and teams responsible for leadership for specific interest areas, activities and/or products, <u>like economic development, public facilities planning, or elements of the Metro Plan.-</u>
	<i>Goal(s)</i>	➤ Operational efficiency and excellence <u>and gap identification.-</u>
	<i>Activities</i>	Consortium meeting discussions.
	<i>Public Info/Invo</i>	For information only.
	<i>Products</i>	<input type="checkbox"/> Team/Focus Area Roster (people, purpose)
	<i>Lead Agency/Staff</i>	<u>LCOG Project Management Team (PMT)</u>
	<i>Other Participants</i>	Consortium members (all)
	<i>Timing</i>	<u>First 3-6 months, with on-going Team Meetings as needed No later than Oct 31, 2011, with on-going Team Meetings as needed</u>
Task 1.5		Other Partners/Stakeholders
	<i>Purpose</i>	To continue to build the Consortium with additional partners and stakeholders as may be needed to meet the long range goals of the project <u>and as catalytic project(s) is/are identified.-</u>
	<i>Goal(s)</i>	➤ Stakeholder Participation and Support
	<i>Activities</i>	Stakeholder identification, ongoing public information, presentations, outreach.
	<i>Public Info/Invo</i>	Key component of overall public involvement program.
	<i>Products</i>	<input type="checkbox"/> Informational packets <input type="checkbox"/> Existing electronic and printed newsletters/memos <input type="checkbox"/> Stakeholder information updates.
	<i>Lead Agency/Staff</i>	<u>LCOG Project Management Team (PMT)</u>
	<i>Other Participants</i>	Consortium members (all)
	<i>Timing</i>	Ongoing Project Activity
Task 1.6		Meetings/Project Management
	<i>Purpose</i>	To provide a regional forum for sustainable community planning and development, and to help build capacity of staff, agencies and decision-makers towards sustainable outcomes.
	<i>Goal(s)</i>	➤ Operational efficiency and excellence.
	<i>Activities</i>	Scheduling, convening, facilitating, and documenting Consortium

		meetings. Managing day-to-day activities, including contract administration and program leadership. Facilitate ongoing communications and information exchange within the Consortium and with stakeholders, including management of on-line collaboration tool.
	<i>Public Info/Invo</i>	None.
	<i>Products</i>	<input type="checkbox"/> Meeting agendas, materials, and summary notes/reports. Public notices, as needed. <input type="checkbox"/> Billing narratives and invoices and bi-annual HUD-mandated reports.
	<i>Lead Agency/Staff</i>	<u>LCOG Project Manager (PM) and LCOG (billing, documentation and reporting)</u>
	<i>Other Participants</i>	Consortium members (all)
	<i>Timing</i>	Ongoing Project Activity
Task 1.7		Public Engagement Groundwork
	<i>Purpose</i>	To prepare for informing the public and interested parties about the activities of the Lane Livability Consortium.
	<i>Goal(s)</i>	➤ Community <u>support for program and efforts of Lane Livability Consortium</u> awareness of how components of the Lane Livability Consortium support and enhance existing plans and community institutions.
	<i>Activities</i>	Develop website and begin preparing public engagement materials, including fact sheets, press releases, and other materials. <u>Identify commonalities in existing agency public engagement practices and guidelines and practices that lend themselves to regional application. Integrate with existing public engagement efforts .</u> Ongoing communication including website posting, public presentations, newsletters or other media (throughout the project).
	<i>Public Info/Invo</i>	Website, logo, tagline, fact sheets, press releases, and other materials. Create and maintain an interested parties list. Translate materials, as needed. Integrate recommendations from Task 1.3 (External Communications Plan). Adapt materials and processes, as needed, over the course of the project to integrate findings from Task 2.2 (Sustainability Assessment of Public Engagement) and Task 3.2 (Equity Considerations).
	<i>Products</i>	<input type="checkbox"/> Program website <u>emphasizing links to existing plans, commissions, and resources.</u> <input type="checkbox"/> Fact sheets, press releases, and other materials <input type="checkbox"/> Presentation(s) <input type="checkbox"/> Interested Parties List.
	<i>Lead Agency/Staff</i>	<u>LCOG Project Manager (PM)</u>
	<i>Other Participants</i>	Consortium members (all)
	<i>Timing</i>	Ongoing Project Activity
Task 1.8		Data Plan

<i>Purpose</i>	To assess existing data collection and determine whether any gaps exist for measuring long-term outcomes as identified in the grant.
<i>Goal(s)</i>	➤ Successful long-term outcomes for livability.
<i>Activities</i>	Inventory and assess existing data sources and performance measures within Consortium agencies and regionally. Identify gaps in data sources. Completion of data plan, <u>that emphasizes integration with existing plans, linkages with existing data collection efforts, and includes including</u> ongoing data collection and data sharing agreements for measuring long-term outcomes. Investigate opportunities for data visualization techniques.
<i>Public Info/Invo</i>	Seek input from <u>Project Management Team, Consortium members,</u> and key stakeholder groups (climate change, public health, sustainability, energy, equity, economic development, other)
<i>Products</i>	<input type="checkbox"/> Data Inventory <input type="checkbox"/> Final Data Plan
<i>Lead Agency/Staff</i>	LCOG <u>Project Management Team with LCOG support</u>
<i>Other Participants</i>	<input type="checkbox"/> Consortium members (all)
<i>Timing</i>	Months 6-12, with ongoing efforts to collect baseline data.
<u><i>Task 1.9</i></u>	<u>SUSTAINABLE CITY YEAR SUPPORT</u>
<u><i>Purpose</i></u>	<u>To enhance the impact of partnership between the City of Springfield and the UO Sustainable Cities Initiative as part of the 2011 Sustainable City Year program and create opportunities for other university-community partnerships to advance LLC goals.</u>
<u><i>Goal(s)</i></u>	➤ <u>Successful implementation of the SCY Partnership program.</u>
<u><i>Activities</i></u>	<u>Support for overall SCY program implementation, including Climate Change Planning, Alternative Transportation planning, and United Way Promise Neighborhoods. Research and develop implementable strategies in support of public health and education as part of the Promise Neighborhoods Program. Facilitate integrating these efforts into appropriate regional activities.</u>
<u><i>Public Info/Invo</i></u>	<u>As determined by Springfield and SCI</u>
<u><i>Products</i></u>	<input type="checkbox"/> <u>Reports documenting strategies for implementation</u>
<u><i>Lead Agency/Staff</i></u>	<u>City of Springfield, UO Sustainable Cities Initiative</u>
<u><i>Other Participants</i></u>	<u>Consortium member agencies as appropriate</u>
<u><i>Timing</i></u>	<u>Months 7-19</u>

PHASE II		SUSTAINABILITY BASELINE ASSESSMENT
Task 2.0		Sustainability Assessment: Public Engagement
Task 2.1		Framework
	<i>Purpose</i>	To develop a framework for assessing current public engagement activities within the region, focusing on access and participation levels of typically underrepresented groups and individuals.
	<i>Goal(s)</i>	➤ Equitable public engagement strategies and outcomes.
	<i>Activities</i>	Consortium meeting(s), research, draft framework for review and comment, final framework documentation.
	<i>Public Info/Invo</i>	Seek input from key stakeholder groups (public involvement practitioners, human rights organizations, human services providers, minorities, other.
	<i>Products</i>	<input type="checkbox"/> Public engagement assessment framework (draft and final)
	<i>Lead Agency/Staff</i>	LCOG Project Management Team (PMT)
	<i>Other Participants</i>	Consortium members (social services, human rights, equity, and public involvement focus)
	<i>Timing</i>	First 3-6 months.
Task 2.2		Assess Existing Programs
	<i>Purpose</i>	To assess current public engagement activities within the region, focusing on access and participation levels of typically underrepresented groups and individuals. To identify commonalities among jurisdictional programs, individual jurisdictional initiatives which can have regional utility and areas for improvement. Develop new and/or expanded public engagement tools, materials and processes based upon results of evaluation.
	<i>Goal(s)</i>	➤ Equitable public engagement strategies and outcomes.
	<i>Activities</i>	Inventory and assess existing public engagement programs, activities, and policies within Consortium agencies and regionally.
	<i>Public Info/Invo</i>	Engage key stakeholders in evaluation process, review and discussion of findings, draft recommendations for improvements.
	<i>Products</i>	<input type="checkbox"/> Program Inventory <input type="checkbox"/> Program Assessment(s) <input type="checkbox"/> Draft Assessment document for review and comment <input type="checkbox"/> Final Public Engagement Assessment <input type="checkbox"/> New, revised and/or expanded public engagement tools, materials, and processes. <input type="checkbox"/> Toolkit #1: Sustainability in Public Outreach
	<i>Lead Agency/Staff</i>	LCOG Project Management Team (PMT)
	<i>Other Participants</i>	Consortium members and identified partners/stakeholders (social services, human rights, equity, and public involvement focus)
	<i>Timing</i>	Months 6-12

Task 2.3		Participatory Research Program
	<i>Purpose</i>	<u>To create ongoing capacity for inclusive participation.</u> Bring Latino community views and perspectives into a participatory regional civic engagement process by recruiting a core group of Latino leaders to participate in regional planning efforts, providing recommendations for Consortium members to increase interaction with members of the Latino community, and identify social and economic indicators important to the Latino community.
	<i>Goal(s)</i>	➤ Equitable public engagement strategies and outcomes.
	<i>Activities</i>	Engage the Latino community through workshops, informal focus groups, in-depth interviews, and other participatory techniques.
	<i>Public Info/Invo</i>	Engage key stakeholders in evaluation process (e.g. El Centro LatinoAmericano), review and discussion of findings, draft recommendations for improvements.
	<i>Products</i>	<input type="checkbox"/> Recommendations for increasing interactions between officials/staff and the Latino community <input type="checkbox"/> Recommendations for social and economic indicators important to Latino community <input type="checkbox"/> Recommendations for how the work with the Latino community can be applicable to other communities
	<i>Lead Agency/Staff</i>	UO Sustainable Cities Initiative
	<i>Other Participants</i>	Consortium members and identified partners/stakeholders (social services, human rights, equity, and public involvement focus)
	<i>Timing</i>	Months 6-12
Task 3.0		Sustainability Assessment: Regional Plans
Task 3.1		Framework
	<i>Purpose</i>	To develop an assessment framework, evaluating strategies, and processes for describing and assessing sustainability of regional plans and planning activities.
	<i>Goal(s)</i>	➤ Creation of additional shared elements in regional transportation, housing, water, and air quality, <u>and economic development</u> plans tied to local comprehensive land use and capital investment plans (HUD Long-term Outcome). ➤ Improved integration of sustainability components within planning policies and processes.
	<i>Activities</i>	Consortium meeting(s), research, draft framework for review and comment, final framework documentation.
	<i>Public Info/Invo</i>	Seek input from key stakeholder groups (climate change, public health, sustainability, energy, equity, economic development, other)
	<i>Products</i>	<input type="checkbox"/> Regional Planning Assessment Framework (draft and final)
	<i>Lead Agency/Staff</i>	UO CPW
	<i>Other Participants</i>	Consortium members, with focus on City and County partners,

		LCOG, and MPO
	<i>Timing</i>	Months 6 to 9
	<i>Special Note</i>	Consider how the outputs from the Regional Transportation Options Plan could be integrated into this analysis.
Task 3.2		Core Area Reports
	<i>Purpose</i>	To collect needed data and develop findings within each core planning function (Economic Development, Affordable Housing, and Transportation), as well as supporting areas such as Natural Resources, Water Infrastructure, and Energy, to inform the Sustainability Assessment.
	<i>Goal(s)</i>	<ul style="list-style-type: none"> ➤ Creation of additional shared elements in regional transportation, housing, water, and air quality, <u>and economic development</u> plans tied to local comprehensive land use and capital investment plans (HUD Long-term Outcome). ➤ Improved integration of sustainability components within planning policies and processes.
	<i>Activities</i>	Data collection and research of plans and processes, documentation, presentation, review and comment
	<i>Public Info/Invo</i>	Public comment/review of draft reports.
	<i>Products</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Economic Development Program Inventory and Assessment <input type="checkbox"/> Affordable Housing Program Inventory and Assessment <input type="checkbox"/> Transportation Program Inventory and Assessment <input type="checkbox"/> Additional Inventories and Assessments, as needed (e.g. Energy and Water, Recreation and Open Space , and Natural Resources) <input type="checkbox"/> <u>Locally based Cost/benefit analyses of LEED construction practices and increased residential density.</u> <input type="checkbox"/> <u>Public Health Impact Statement development based on Core Public Health Functions, and integration with existing ACHIEVE grant..</u>
	<i>Lead</i>	UO CPW (Coordination) Lane County (Economic Development <u>and Public Health</u>) City of Eugene (Affordable Housing) Central Lane MPO (Transportation) _____ <u>Housing and Community Services Agency of Lane County</u>
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 6 to 12
	<i>Special Notes</i>	Include energy, natural resources, recreation, <u>Board of Health reports,</u> -and open space plans in creation of additional shared elements in regional plans.
Task 3.3		Integration Analysis
	<i>Purpose</i>	To identify planning program areas that could be further integrated with one another to support sustainability outcomes.
	<i>Goal(s)</i>	<ul style="list-style-type: none"> ➤ Creation of additional shared elements in regional transportation, housing, water, and air quality plans tied to

		<p>local comprehensive land use and capital investment plans (HUD Long-term Outcome).</p> <p>➤ Improved integration of sustainability components within planning policies and processes.</p>
	<i>Activities</i>	Data collection and research of plans and processes, documentation, presentation, review and comment. <u>Complete a regional assessment of “20 minute neighborhoods.”</u>
	<i>Public Info/Invo</i>	Public comment/review of draft reports.
	<i>Products</i>	Assessment of Integrated Components with Regional Planning (Draft and Final)
	<i>Lead Agency/Staff</i>	UO Sustainable Cities Initiative
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 6 to 12
Task 3.4		Final Sustainability Assessment
	<i>Purpose</i>	To develop a final Sustainability Assessment report with recommendations for additions and revisions for existing plans and planning programs.
	<i>Goal(s)</i>	<p>➤ Creation of additional shared elements in regional transportation, housing, water, and air quality, <u>and economic development</u> plans tied to local comprehensive land use and capital investment plans (HUD Long-term Outcome).</p> <p>➤ Improved integration of sustainability components within planning policies and processes.</p>
	<i>Activities</i>	Draft document, interviews and/or workshops with constituent groups, presentations, public comment and preparation of final documents.
	<i>Public Info/Invo</i>	Significant outreach to key stakeholders, opportunities for review and comment of findings and recommendations.
	<i>Products</i>	<input type="checkbox"/> Sustainability Assessment of Regional Planning (draft and final) <input type="checkbox"/> Toolkit #2: Sustainability Assessments
	<i>Lead Agency/Staff</i>	UO Sustainable Cities Initiative
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 9 to 15

PHASE III		CLIMATE CHANGE PLANNING
TASK 4.0		Reducing Transportation Sector GHG Emissions
Task 4.1		Data & Modeling
	<i>Purpose</i>	To assess and , obtain and implement the data, develop and the modeling tools, and research the equity and public health considerations related to reducing Greenhouse Gas (GHG) emissions, and the development of scenario planning methodology, GHG Production Strategies, and Regional Decision-Making models necessary to conduct planning to reduce transportation sector GHG emissions within the MPO region. To train local and MPO staff as needed to use modeling and other technological tools for GHG planning purposes.
	<i>Goal(s)</i>	➤ Ensure compliance with section 38 of Oregon SB 1059. To develop a regional strategy which can be used in planning to address Greenhouse Gas production within the MPO and larger region as required.
	<i>Activities</i>	Inventory of needed data, identified data sources, and data acquisition plan. Development of appropriate modeling tools. Staff training programs. Coordination with other Oregon MPOs and ODOT.
	<i>Public Info/Invo</i>	For information only.
	<i>Products</i>	<input type="checkbox"/> GHG Data Plan <input type="checkbox"/> GHG Modeling Plan <input type="checkbox"/> GHG Modeling and Technologies Training Program
	<i>Lead Agency/Staff</i>	Central Lane MPO and Lane County (public health)
	<i>Other Participants</i>	LCOG, ODOT, LTD, Eugene, Springfield, Lane County (transportation, and land use and public health planners, GIS)
	<i>Timing</i>	First 12-18 months
Task 4.2		Equity Considerations
	<i>Purpose</i>	To assess the potential impacts on Title VI populations relative to various GHG reduction strategies.
	<i>Goal(s)</i>	➤ Equitable GHG Reduction Policies and Programs
	<i>Activities</i>	Environmental justice assessments, demographic and socioeconomic research and analysis, and stakeholder input. Coordination with ODOT regarding Statewide GHG policies. <u>Conduct a comprehensive vulnerability assessment that addresses stresses and interruptions to basic services that may result from climate-related events (heat, drought, flood, etc.).</u>
	<i>Public Info/Invo</i>	Involve Title VI/EJ stakeholders in research and analysis. Provide opportunities for public review and comment of findings and recommendations.
	<i>Products</i>	<input type="checkbox"/> Memo summarizing findings and presenting recommendations and/or evaluation methodologies. <input type="checkbox"/> <u>Vulnerability Assessment.</u>

	<i>Lead Agency/Staff</i>	Central Lane MPO
	<i>Other Participants</i>	UO, LCOG, ODOT, LTD, Eugene, Springfield, Lane County, St. Vincent de Paul (social service, human rights interests)
	<i>Timing</i>	Months 12-15
Task 4.3		Land Use/Transportation
	<i>Purpose</i>	To identify best practices for more integrated land use and transportation planning.
	<i>Goal(s)</i>	➤ Effective GHG scenario planning processes.
	<i>Activities</i>	Assessment of current transportation and land use planning in the Central Lane MPO. Research of best practices and development of recommended planning process improvements.
	<i>Public Info/Invo</i>	Provide opportunities for public review and comment on findings and recommendations. Consider including recommendations for public involvement in support of land use/transportation integration.
	<i>Products</i>	<input type="checkbox"/> Memo summarizing findings and presenting recommendations and/or evaluation methodologies.
	<i>Lead Agency/Staff</i>	Central Lane MPO
	<i>Other Participants</i>	LCOG, ODOT, LTD, Eugene, Springfield, and Lane County transportation and land use planners.
	<i>Timing</i>	Months 12-15
Task 4.4		Scenario Planning Methodology
	<i>Purpose</i>	To identify a preferred methodology for conducting scenario planning in the Central Lane MPO for the purposes of to address GHG production <u>reduction</u> .
	<i>Goal(s)</i>	➤ <u>To develop a regional strategy which can be used in planning to address Greenhouse Gas production within the MPO and larger region as required..Reducing transportation sector GHG-emissions in compliance with Oregon HB 2001 and SB 1059</u>
	<i>Activities</i>	Presentation, evaluation, and selection of scenario planning methodology, baseline inputs, and planning variables, to be tested, and evaluation criteria. <u>Creation of Bike and pedestrian Friendly Street Design alternatives and Gap Analysis.</u>
	<i>Public Info/Invo</i>	Community-wide public information and involvement, including planning commissions. Included in Task 4.7 below.
	<i>Products</i>	<input type="checkbox"/> Scenario Planning Methodology Presentations <input type="checkbox"/> Recommended Methodology
	<i>Lead Agency/Staff</i>	Central Lane MPO
	<i>Other Participants</i>	LCOG, ODOT, LTD, Eugene, Springfield, and Lane County transportation and land use planners.
	<i>Timing</i>	Months 15 -21
Task 4.5		GHG Reduction Strategies
	<i>Purpose</i>	To develop a set of locally relevant and feasible GHG reduction strategies for use in scenario planning.

	<i>Goal(s)</i>	To develop a regional strategy which can be used in planning to address Greenhouse Gas production within the MPO. Reducing-transportation sector GHG emissions in compliance with Oregon HB 2001 and SB 1059
	<i>Activities</i>	Presentation, evaluation, and selection of GHG Reduction Strategies to be tested in regional scenario planning based upon the GHG Planning Toolkit developed by ODOT and DLCD.
	<i>Public Info/Invo</i>	Community-wide public information and involvement, including planning commissions. Included in Task 4.7 below.
	<i>Products</i>	<input type="checkbox"/> GHG Toolkit Presentations <input type="checkbox"/> Recommended GHG Reduction Strategies
	<i>Lead Agency/Staff</i>	Central Lane MPO, Housing and Community Services Agency of Lane County (HACSA).
	<i>Other Participants</i>	ODOT, LTD, Eugene, Springfield, and Lane County
	<i>Timing</i>	Months 15-21
Task 4.6		Regional Decision Making
	<i>Purpose</i>	To develop a recommended process for cooperatively selecting a preferred alternative.
	<i>Goal(s)</i>	➤ Reducing transportation sector GHG emissions in compliance with Oregon HB 2001 and SB 1059
	<i>Activities</i>	Discussions with local jurisdictions to develop draft recommendations. Presentations and discussions with decision-makers, such as Eugene and Springfield City Councils, Lane County Board of Commissioners, Lane Area Commission on Transportation, Joint Elected Officials, and/or LCOG Board of Directors.
	<i>Public Info/Invo</i>	Community wide public information and involvement, including planning commissions. Included in Task 4.7 below.
	<i>Products</i>	<input type="checkbox"/> Presentation(s) <input type="checkbox"/> Draft Recommendations <input type="checkbox"/> Final Recommendations and draft IGA's.
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	All Consortium members
	<i>Timing</i>	Months 15-22
Task 4.67		Climate Change/GHG Reduction Public Outreach
	<i>Purpose</i>	To inform, educate, and involve the community in regional GHG reduction efforts. specific to the transportation sector.
	<i>Goal(s)</i>	➤ Community support for scenario planning, GHG emissions strategies and decision-making processes.
	<i>Activities</i>	Website development and maintenance; outreach to existing stakeholder groups; community-wide workshop and/or open house.
	<i>Public Info/Invo</i>	Ensure public outreach integrates findings from Task 2.2 (Sustainability Assessment of Public Engagement) and Task 3.2 (Equity Considerations)

<i>Products</i>	<input type="checkbox"/> Project Website GHG Component <input type="checkbox"/> Public involvement materials, including presentations, fact sheets, comment sheets. <input type="checkbox"/> Public comment summary report(s)
<i>Lead Agency/Staff</i>	Central Lane MPO
<i>Other Participants</i>	All Consortium members
<i>Timing</i>	Months 19-22
Task 4.8	Toolkit Chapter 3
<i>Purpose</i>	To develop a toolkit for local jurisdictions to conduct scenario planning in compliance with the requirements of Oregon HB 2001 and SB 1059 to reduce transportation sector GHG emissions, which can be used to address planning to reduce Greenhouse Gas production within the MPO.
<i>Goal(s)</i>	➤ To develop a regional strategy which can be used in planning to address Greenhouse Gas production within the MPO. Reducing transportation sector GHG emissions in compliance with Oregon HB 2001 and SB 1059
<i>Activities</i>	Documentation of final recommended GHG planning components, including data and modeling requirements, equity considerations, land use/transportation planning integration strategies, scenario planning methodology, GHG reduction strategies, regional decision-making, and public outreach and engagement.
<i>Public Info/Invo</i>	None. For information only.
<i>Products</i>	<input type="checkbox"/> GHG Planning Toolkit
<i>Lead Agency/Staff</i>	Central Lane MPO
<i>Other Participants</i>	LCOG, ODOT, Eugene, Springfield, Lane County, and LTD
<i>Timing</i>	Months 22-24

PHASE IV	SMART COMMUNITIES: Closing the Gaps
TASK 5.0	Triple Bottom Line Analysis
Task 5.1	Triple Bottom Line <u>Assessment Tools and Methods</u>
<i>Purpose</i>	<u>Build upon existing tools developed by individual jurisdictions to</u> develop a <u>tools any jurisdiction can elect to use</u> that provides a framework for considering environmental, economic and human equity outcomes in policy and decision making. Recognizing that issues and topics cannot be evaluated or addressed in isolation; <u>using</u> sustainability as a unifying concept to integrate and connect topics. <u>These tools will also allow staff and officials to consider the cost effectiveness of different alternatives for achieving environmental, economic, and equity outcomes.</u>

<i>Goal(s)</i>	<ul style="list-style-type: none"> ➤ <u>Create Triple Bottom Line assessment tools and methods that can be used by participating government agencies to help them achieve desired outcomes, including the outcomes that are among the goals of the HUD grant program.</u> ➤ <u>Tools will include aspects of cost effectiveness, which will allow local and regional governments to deploy their resources most effectively to achieve environmental, economic, and social equity goals.</u> ➤ Creation of additional shared elements in regional transportation, housing, water, and air quality plans tied to local comprehensive land use and capital investment plans (HUD Long-term Outcome). ➤ Improved integration of sustainability components within planning policies and processes.
<i>Activities</i>	<p><u>Introductory Triple Bottom Line Solution Summit for transportation investments (separately funded), Research and evaluation of existing triple bottom line assessment tools, including the Sustainable Transportation Analysis and Rating System for transportation projects (STARS-Project) and local and regional transportation plans (STARS-Plan). Based on this preliminary effort, (1) use for policy, process and capital projects; presentation to Consortium; development of preferred tool develop framework and methods for evaluating policy and capital projects; (2) present the framework and methods to staff and officials of interested Consortium members; (3) refine triple bottom line assessment tools based on related research activities; and (4) develop training tools; conduct training.</u></p>
<i>Public Info/Invo</i>	<p>Provide opportunities for public review and comment, presentations and discussions with key policy stakeholders</p>
<i>Products</i>	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Research findings and preliminary recommendations</u> <input type="checkbox"/> <u>Draft Triple Bottom Line Tools for transportation investments</u> <input type="checkbox"/> <u>Final Triple Bottom Line Tools for transportation investments;</u> <input type="checkbox"/> <u>Triple Bottom Line assessment methods for other public investments and programs, based on priorities set by the Leadership and Project Management Team</u> <input type="checkbox"/> <u>Documentation of clear and practical methods for evaluating the complex trade-offs with the principles of triple-bottom line evaluation.</u> <input type="checkbox"/> <u>Engagement and education of technical staff and managers at local governments and agencies with responsibilities for the planning, construction and operation of local and regional public facilities and services, in order to allow them to use triple bottom line assessment methods and tools in their decision making and advice to decision makers.</u> <input type="checkbox"/> <u>-User's Guide, including instructions, data needs, training tools</u>

	<i>Lead Agency/Staff</i>	UO Sustainable Cities Initiative
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	<u>Months 12-15 [originally months 2 to 18, with some gaps. Now it should begin in September 2011 and finish before the start of Task 9.3.]</u>
Task 5.2		Equity Atlas
	<i>Purpose</i>	To develop resources that will allow for visual representation of communities of concern and their access opportunities to affordable housing, jobs, transit, schools, parks, shopping, and other community resources and amenities. Use this resource to consider how to distribute the burdens and benefits of policy and infrastructure choices.
	<i>Goal(s)</i>	<ul style="list-style-type: none"> ➤ Creation of additional shared elements in regional transportation, housing, water, and air quality plans tied to local comprehensive land use and capital investment plans (HUD Long-term Outcome). ➤ Improved integration of sustainability components within planning policies and processes.
	<i>Activities</i>	Research and evaluation of equity atlas tools (e.g. Portland) and methodology, inventory data sources and opportunities, presentation to Consortium, development of mapping tools and reports
	<i>Public Info/Invo</i>	Provide opportunities for public review and comment, presentations and discussions with key policy stakeholders
	<i>Products</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Research findings and preliminary recommendations <input type="checkbox"/> Draft Equity Atlas <input type="checkbox"/> Final Equity Atlas, including methods and reports
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 12-15
Task 5.2		Sustainable Transportation Planning
	<u><i>Purpose</i></u>	<u>To develop a tool that will integrate sustainability into the development of local and regional transportation plans.</u>
	<u><i>Goal(s)</i></u>	➤ <u>The Sustainable Transportation Analysis and Rating System will help achieve the outcomes that are among the goals of the HUD grant program.</u>
	<u><i>Activities</i></u>	<u>Development of the Sustainable Transportation Analysis and Rating System for local and regional transportation plans (STARS-Plan). Participate with STARS Expert Advisory Panels. Use draft STARS-Plan goals and objectives to develop local performance measures. Review local and regional data availability and collect data relevant to local performance measures. Create and implement public survey to gather qualitative data about transportation issues and behaviors. Prepare and evaluate at least one additional sustainable</u>

		<u>transportation/land use scenario for local transportation plan. To the extent possible and appropriate, integrate components and concepts developed through Triple Bottom Line assessment tools and methods in Task 5.1.</u>
<u>Public Info/Invo</u>		<u>Provide opportunities for public review and comment, presentations and discussions with key policy stakeholders, including Eugene Planning Commission, Sustainability Commission, and City Council. Maintain and update website.</u>
<u>Products</u>		<input type="checkbox"/> <u>Fully developed STARS-Plan process that will be applied to the Eugene Transportation System Plan process, available to use both within Lane County and to other jurisdictions around the country</u>
<u>Lead Agency/Staff</u>		<u>Eugene</u>
<u>Other Participants</u>		<u>UO Sustainable Cities Initiative, Consortium members</u>
<u>Timing</u>		<u>Months 3-12</u>
TASK 6.0		New Plan Components
Task 6.1		Climate Change/GHG
	<i>Purpose</i>	To develop recommendations and implementable strategies in support of climate change planning and GHG reduction within appropriate Metro planning documents.
	<i>Goal(s)</i>	➤ <u>Fill an existing gap in the Regional Plan for Sustainable Development (Eugene-Springfield Metro Plan)</u>
	<i>Activities</i>	Development of draft language for public review and comment.
	<i>Public Info/Invo</i>	Web notice, email distribution, and public comment period.
	<i>Products</i>	<input type="checkbox"/> <u>Draft and final policy language recommendations.</u>
	<i>Lead Agency/Staff</i>	<u>Central lane MPO</u>
	<i>Other Participants</i>	Eugene, Springfield, Lane County
	<i>Timing</i>	Months 24-30
Task 6.2		Public Health
	<i>Purpose</i>	To develop recommendations and implementable strategies in support of public health within appropriate Metro Plan planning documents. <u>strategies for integration of public health services into sustainable development planning efforts, specifically tobacco free policies, promoting physical activity and healthy eating, and improving access to quality preventive healthcare services.</u>
	<i>Goal(s)</i>	➤ Fill an existing gap in the Regional Plan for Sustainable Development (Eugene-Springfield Metro Plan) <u>Create a healthier community by using evidence-based protocols to reduce chronic disease, then link those efforts to economic development metrics.</u>
	<i>Activities</i>	Development of draft language for public review and comment.
	<i>Public Info/Invo</i>	Web notice, email distribution, and public comment period.
	<i>Products</i>	<input type="checkbox"/> <u>Draft and final policy language recommendations.</u>

		<input type="checkbox"/> Public health implications around Vulnerability Assessment (see Task 4.1)
	<i>Lead Agency/Staff</i>	LCOG Lane County
	<i>Other Participants</i>	Eugene, Springfield, Lane County
	<i>Timing</i>	Months 24-30
Task 6.3		Social Equity
	<i>Purpose</i>	To develop recommendations and implementable strategies in support of social equity within appropriate Metro planning documents.
	<i>Goal(s)</i>	➤ Fill an existing gap in the Regional Plan for Sustainable Development (Eugene-Springfield Metro Plan)
	<i>Activities</i>	Development of draft language for public review and comment.
	<i>Public Info/Invo</i>	Web notice, email distribution, and public comment period.
	<i>Products</i>	Draft and final policy language recommendations.
	<i>Lead Agency/Staff</i>	LCOG/UO
	<i>Other Participants</i>	Eugene, Springfield, Lane County
	<i>Timing</i>	Months 24-30
Task 6.4		Regional Prosperity Economic Development Plan
	<i>Purpose</i>	To develop recommendations and implementable strategies in support of the regions' shared vision of economic development focused on a sustainable future based on efficient, competitive local businesses and emerging green innovation and technology.
	<i>Goal(s)</i>	➤ To look at ways to create 20,000 net new jobs, reduce local unemployment rate to below the state average, and increase the average wage to above the state average.
	<i>Activities</i>	Support formation and expansion of creative, green, and technology-based business. Analyze formal and informal cooperation among sectors with disproportionate impact on regional sustainability and prosperity goals; then recommend new public resources that increase identified clustering advantages. Development of Brownfield redevelopment program to create industrial infill opportunities. Support local cultural resources.
	<i>Public Info/Invo</i>	Public involvement as needed???
	<i>Products</i>	<input type="checkbox"/> Draft and final policy language recommendations.
	<i>Lead Agency/Staff</i>	Eugene, Springfield, Lane County
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 24-30
Task 6.5		Fair Housing Plan
	<i>Purpose</i>	To conduct enhanced analysis of impediments to fair housing and develop a fair housing plan.
	<i>Goal(s)</i>	➤ To analyze impediments that members of protected classes may face in renting or buying housing and also consider how planning and investment policies may affect the location of housing opportunities. Identify linkages with other regional

		<u>plans.</u>
	<u>Activities</u>	<u>Conduct an analysis of impediments through outreach to protected classes, analysis of data, mapping, audit testing, and analysis of related policies. Identify specific strategies to address identified impediments, plan implementation.</u>
	<u>Public Info/Invo</u>	<u>Focus groups, public hearings, agency consultation, public presentations. Web notice, email distribution, and public comment period.</u>
	<u>Products</u>	<input type="checkbox"/> <u>Draft and final policy language recommendations.</u>
	<u>Lead Agency/Staff</u>	<u>Eugene, Springfield</u>
	<u>Other Participants</u>	<u>Consortium members</u>
	<u>Timing</u>	<u>Months 12 - 24</u>
TASK 7.0 Integration and Alignment of Plans		
Task 7.1 Regional Plan Improvements		
	<i>Purpose</i>	To promote <u>Identify</u> recommendations and implementable strategies <u>for planning, decision-making and measuring performance</u> within a specific set of local and regional plans in support of more sustainable planning outcomes. <u>institutionalizing the initiatives and concepts developed under this grant.</u>
	<i>Goal(s)</i>	➤ Improved and strengthened r <u>Regional P</u> plans <u>for S</u> sustainable <u>d</u> Development.
	<i>Activities</i>	Inventory and assessment of applicable local and regional plans, discussion with Consortium members, final documentation in preparation for public and official review.
	<i>Public Info/Invo</i>	Public involvement as needed to amend plans <u>develop recommendations, to include recommendations for improved panning and decision-makings models, and methods to evaluate performance.</u> . To be conducted by jurisdiction staff as determined by individual agency policy and protocols.
	<i>Products</i>	<input type="checkbox"/> <u>Regional Plan for Sustainable Development: Plan Adoption- Recommendations Recommendations for changes to existing plans</u>
	<i>Lead Agency/Staff</i>	LCOG <u>Project Manager and Project Management Team with LCOG support</u>
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30-36
Task 7.2 New Planning Models		
	<i>Purpose</i>	To develop recommendations to improve planning processes within the region to support more sustainable outcomes.
	<i>Goal(s)</i>	➤ <u>More efficient, more sustainable, and better integrated regional planning.</u>
	<i>Activities</i>	<u>Develop draft document based on findings of Task 3.0- Sustainability Assessment of Regional Plans. Include-</u>

		recommendations for new planning models, with a focus on core areas of transportation, housing, and economic development, and new components of climate change, public health, and social equity.
	<i>Public Info/Invo</i>	Public involvement as needed to amend planning processes. To be conducted by jurisdiction staff as determined by individual agency policy and protocols.
	<i>Products</i>	<input type="checkbox"/> Regional Plan for Sustainable Development: New Planning Models
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30-36
Task 7.3		New Decision-Making Models
	<i>Purpose</i>	To develop recommendations to improve decision-making within the region to support more sustainable outcomes.
	<i>Goal(s)</i>	➤ More efficient, more sustainable, and better integrated regional decisions.
	<i>Activities</i>	Develop draft document based on findings of Task 3.0 Sustainability Assessment of Regional Plans. Include recommendations for new decision-making models, with a focus on core areas of transportation, housing, and economic development, and new components of climate change, public health, and social equity.
	<i>Public Info/Invo</i>	Public involvement as needed to amend decision-making processes. To be conducted by jurisdiction staff as determined by individual agency policy and protocols.
	<i>Products</i>	<input type="checkbox"/> Regional Plan for Sustainable Development: New Decision-Making Models
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30-36
Task 7.4		Performance Measures
	<i>Purpose</i>	To develop recommended performance measures for evaluating progress in regional sustainability.
	<i>Goal(s)</i>	➤ Clear measures to track progress and identify areas for ongoing improvement.
	<i>Activities</i>	Develop draft document based on findings of Task 3.0 Sustainability Assessment of Regional Plans. Include recommendations for new performance measures, with a focus on core areas of transportation, housing, and economic development, and new components of climate change, public health, and social equity. Identify baseline and ongoing data and data collection needs.
	<i>Public Info/Invo</i>	Public involvement as needed to amend or add performance

		measures. To be conducted by jurisdiction staff as determined by individual agency policy and protocols.
	<i>Products</i>	<input type="checkbox"/> Regional Plan for Sustainable Development: Performance Measures
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30-36
Task 7.5		Defining the Region
	<i>Purpose</i>	To develop options for redefining the region to support more sustainable outcomes.
	<i>Goal(s)</i>	<ul style="list-style-type: none"> ➤ More efficient, more sustainable, and better integrated regional planning, decision-making and coordination. ➤ <u>Improved comprehensive integration of plans. For example, “crosswalking” climate planning, comprehensive plans, transportation plans and natural hazards mitigation plans.</u>
	<i>Activities</i>	Develop draft document based on findings of Task 3.0 Sustainability Assessment of Regional Plans.
	<i>Public Info/Invo</i>	Public review and comment.
	<i>Products</i>	<input type="checkbox"/> Regional Plan for Sustainable Development: Redefining the Region <input type="checkbox"/> <u>Crosswalk of plan integration.</u>
	<i>Lead Agency/Staff</i>	<u>LCOG Project Manager and Project Management Team with LCOG support</u>
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30-36
TASK 8.0		Capacity Building
Task 8.1		Agency/Organization Staff
	<i>Purpose</i>	To develop strategies for building capacity of individual staff within partner agencies <u>supporting full cost accounting</u> that considers the social, environmental and economic costs, and more integrated decision making.
	<i>Goal(s)</i>	➤ High capacity of staff, organizations, and leaders to promote and implement sustainability in our region.
	<i>Activities</i>	Identify current gaps in understanding and expertise. Develop training materials for use by agency staff in a wide range of disciplines.
	<i>Public Info/Invo</i>	None. For information only.
	<i>Products</i>	<input type="checkbox"/> Training Module relating to Regional Plan for Sustainable Development focusing on new plan components, planning processes, and performance measures. <input type="checkbox"/> Focus training modules for planners in transportation, land use, affordable housing, and economic development.
	<i>Lead Agency/Staff</i>	<u>LCOG Project Manager and Project Management Team with LCOG support</u>

	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30+ <u>Ongoing throughout the grant</u>
Task 8.2		Organizational Capacity
	<i>Purpose</i>	To develop strategies for building organizational capacity of Consortium member agencies supporting full cost accounting that considers the social, environmental and economic costs, and more integrated decision making.
	<i>Goal(s)</i>	➤ High capacity of staff, organizations, and leaders to promote and implement sustainability in our region.
	<i>Activities</i>	Identify current gaps in organizational processes related to sustainability planning. Develop recommended strategies for building organizational capacity in support of more sustainable outcomes.
	<i>Public Info/Invo</i>	None. For information only.
	<i>Products</i>	<input type="checkbox"/> Organizational development strategies in support of sustainability. Focus on sharing new decision-making models and ideas to redefine the region.
	<i>Lead Agency/Staff</i>	LCOG <u>Project Manager and Project Management Team with LCOG support</u>
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30+ <u>Ongoing throughout the grant</u>
Task 8.3		Leadership Capacity
	<i>Purpose</i>	To develop a program for building regional leadership in sustainability.
	<i>Goal(s)</i>	➤ High capacity of staff, organizations, and leaders to promote and implement sustainability in our region.
	<i>Activities</i>	Develop a draft leadership-building program based on findings to-date. Present to public- and private-sector regional leadership groups for review and discussion. Prepare final program outline and supporting materials. Identify current training and leadership development venues for potential integration or enhancement of existing programs.
	<i>Public Info/Invo</i>	Outreach to existing leadership programs in the region.
	<i>Products</i>	<input type="checkbox"/> Leadership in Sustainability Program outline and supporting materials.
	<i>Lead Agency/Staff</i>	LCOG <u>Project Manager and Project Management Team with LCOG support</u>
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30+ <u>Ongoing throughout the grant</u>
Task 8.4		Toolkit Chapter 4
	<i>Purpose</i>	To document capacity building framework, strategies, and tools to ensure ongoing learning and development. To share lessons learned with other agencies.
	<i>Goal(s)</i>	➤ High capacity of staff, organizations, and leaders to promote

		and implement sustainability in our region.
	<i>Activities</i>	Compile framework, strategies, and tools used and tested in Tasks 7.1, 7.2, and 7.3 in easy-to-use toolkit. Develop program for promoting and sharing the toolkit.
	<i>Public Info/Invo</i>	None. For information only.
	<i>Products</i>	<input type="checkbox"/> Toolkit #4: Capacity Building
	<i>Lead Agency/Staff</i>	LCOG Project Manager and Project Management Team with LCOG support
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30+

PHASE V		MOVING PLANS TO ACTIONS
TASK 9.0		Community Investment Strategy
Task 9.1		CIP Inventory
	<i>Purpose</i>	To compile, document, and map a comprehensive list of capital improvement plans within the region, including project types, agencies involved, estimated costs, project goals, other project partners, funding sources, and agency priorities.
	<i>Goal(s)</i>	➤ Better coordination of capital project planning and public infrastructure investments to support more sustainable outcomes.
	<i>Activities</i>	Inventory existing capital improvement plans for infrastructure, including transportation, affordable housing, water, stormwater, and wastewater systems, energy/electricity, natural resource enhancement, parks and open space, and facilities such as fire and police stations, schools, hospitals, and maintenance and operations facilities. Conduct extensive review process with facilities planning and development entities in the region, including local, state, and federal agencies, as well as relevant non-profits.
	<i>Public Info/Invo</i>	None. For information only.
	<i>Products</i>	<input type="checkbox"/> CIP Inventory document and mapping.
	<i>Lead Agency/Staff</i>	LCOG Project Manager and Project Management Team with LCOG support
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 6-12, with ongoing assessment as needed in response to coordination in other tasks
Task 9.2		Finance Plan Resource Inventory
	<i>Purpose</i>	To compile and document a comprehensive list of public revenue needs and funds available for the completion of capital improvements included in the CIP Inventory developed in Task 8.1 implementaion of strategies.
	<i>Goal(s)</i>	➤ Improved alignment of federal planning and investment resources mirroring local and regional sustainability objectives.

	<i>Activities</i>	Inventory private or foundation, local, state, and federal funds currently received within the region on an ongoing or consistent basis. Identify existing gaps. Assess potential for additional funding or identify alternative funding sources. <u>Identify including funding opportunities that require support integration.</u> Identify potential synergies between programs as well as existing conflicts or barriers to coordination. <u>Identify resources to advance the highest priority projects.</u>
	<i>Public Info/Invo</i>	None. For information only.
	<i>Products</i>	<input type="checkbox"/> Public Infrastructure Finance Plan
	<i>Lead Agency/Staff</i>	<u>LCOG-Project Manager and Project Management Team with LCOG support</u>
	<i>Other Participants</i>	Consortium Members
	<i>Timing</i>	Months 12-18 <u>6 to 12</u>
Task 9.3		Regional Investment Strategy
	<i>Purpose</i>	To develop a coordinated strategy for investing in public and private infrastructure. To identify opportunities for meeting multiple sustainability objectives in cost-effective and collaborative ways. To build a framework for developing regionally-significant infrastructure in support of sustainable economic development.
	<i>Goal(s)</i>	➤ Regionally significant infrastructure improvements that contribute to a healthy local economy.
	<i>Activities</i>	Present findings of CIP Inventory, <u>and Finance Plan Resource Inventory, community investment strategies and finance plan tasks-</u> to key economic development stakeholders. Engage agencies providing existing funding in eliminating barriers to coordinated development. Develop relationships with new organizations able to provide sustained funding. Develop range of alternatives for regional investment.
	<i>Public Info/Invo</i>	Focused outreach to economic development interests to develop draft investment strategies.
	<i>Products</i>	<input type="checkbox"/> Regional Investment Strategy (Draft and Final)
	<i>Lead Agency/Staff</i>	<u>LCOG-Project Manager and Project Management Team with LCOG support</u>
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 18 to 24 <u>12 to 16</u>
Task 9.4		Regional Investment Public Outreach
	<i>Purpose</i>	To involve the community in evaluating alternative regional investment strategies, and to obtain public support for final plan recommendations and/or priorities.
	<i>Goal(s)</i>	➤ Strong public support for priority regional investments.
	<i>Activities</i>	Conduct public outreach to provide opportunities for public review and comment on the draft alternatives. Develop set of evaluation criteria; involve public in endorsing plan recommendations.

	<i>Public Info/Invo</i>	Conduct public outreach to develop evaluation criteria needed to identify priority investments.
	<i>Products</i>	<input type="checkbox"/> Regional Investment Strategy presentations and public information materials <input type="checkbox"/> Summary Report (Draft and Final)
	<i>Lead Agency/Staff</i>	LCOG-Project Manager and Project Management Team with LCOG support
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 24 to 30
Task 9.5		Toolkit Chapter 5
	<i>Purpose</i>	To document the framework, strategies, and tools needed for developing a regional investment strategy for public infrastructure in support of sustainable economic development.
	<i>Goal(s)</i>	➤ Regionally significant infrastructure improvements that contribute to a healthy local economy.
	<i>Activities</i>	Documentation of methodologies for CIP Inventory and Finance Plan, and public outreach and engagement. Development of tools and/or templates for use by other agencies and jurisdictions.
	<i>Public Info/Invo</i>	None. For information only.
	<i>Products</i>	<input type="checkbox"/> Toolkit #5: Regional Investment Strategies
	<i>Lead Agency/Staff</i>	LCOG-Project Manager and Project Management Team with LCOG support
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30+
TASK 10.0		Next Steps
Task 10.1		Catalytic Project Prospectus
	<i>Purpose</i>	To develop a detailed description of a catalytic capital project for the Franklin Corridor and a set of other projects based on the findings of the Regional Investment Strategy developed in Task 8.
	<i>Goal(s)</i>	➤ A regionally-significant investment in public infrastructure in support of sustainable economic development.
	<i>Activities</i>	Detailed project scoping, project review and analysis, development of capital and operational cost estimates and identification of preliminary funding sources. Completion of triple-bottom line assessment.
	<i>Public Info/Invo</i>	Significant agency review and comment. Stakeholder review to be based upon project scope.
	<i>Products</i>	<input type="checkbox"/> Project Overview document (1-2 page summary) <input type="checkbox"/> Concept drawing(s) as necessary to communicate project <input type="checkbox"/> Project Prospectus, including detailed project information and list of implementing agencies <input type="checkbox"/> Preliminary capital and operating budget estimates <input type="checkbox"/> Memo presenting findings of triple-bottom line analysis
	<i>Lead Agency/Staff</i>	LCOG Project management Team (PMT)

	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Months 30 to 36
Task 10.2		Implementation Agreements
	<i>Purpose</i>	To develop agreements among agencies needed to implement Catalytic Project identified in Task 8.1
	<i>Goal(s)</i>	➤ A regionally-significant investment in public infrastructure in support of sustainable economic development.
	<i>Activities</i>	Development of draft agreements for review and comment. Final agreements produced for signatures.
	<i>Public Info/Invo</i>	To be completed by implementing agencies in compliance with public information and involvement requirements of individual jurisdictions.
	<i>Products</i>	<input type="checkbox"/> Draft, final, and signed Implementation Agreements
	<i>Lead Agency/Staff</i>	<u>LCOG Project management Team (PMT) and Project Manager</u>
	<i>Other Participants</i>	Implementing agencies of Catalytic Project (TBD)
	<i>Timing</i>	Months 34+
Task 10.3		<u>Ongoing Funding Opportunities for Future Collaboration</u>
	<i>Purpose</i>	To pursue and obtain ongoing funding for the Lane Livability Consortium as a continuing forum for the discussion, promotion, and implementation of livability projects and programs throughout Lane County.
	<i>Goal(s)</i>	➤ Sustained forward progress for livability in Lane County.
	<i>Activities</i>	Discussions to determine if and in what form the Lane Livability Consortium will continue <u>determine how Consortium members may collaborate in the future to attain livability goals</u> . Outreach to public-, private-, and non-profit partners, grant-writing, and ongoing resource development.
	<i>Public Info/Invo</i>	Development of public information materials for use in communicating to potential funders, both hard-copy and web-based.
	<i>Products</i>	<input type="checkbox"/> Informational brochures <input type="checkbox"/> Web-based information
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	Consortium members
	<i>Timing</i>	Ongoing activity.
TASK 11.0		Project Close
Task 11.1		Project Evaluation
	<i>Purpose</i>	To conduct an end-of-grant project evaluation in preparation for ongoing measuring/monitoring activities related to long-term outcomes as identified in the grant.
	<i>Goal(s)</i>	➤ Successful long-term outcomes for livability.
	<i>Activities</i>	Evaluation of progress in completing deliverables, and meeting short-term project outcomes. Evaluation of Lane Livability Consortium.

	<i>Public Info/Invo</i>	Include a public component in evaluating projects and program outcomes.
	<i>Products</i>	<input type="checkbox"/> Project Evaluation Report (Draft and Final) <input type="checkbox"/> Template for reporting ongoing performance measures
	<i>Lead Agency/Staff</i>	<u>LCOG-Project Manager and Project Management Team with LCOG support</u>
	<i>Other Participants</i>	Consortium Members
	<i>Timing</i>	Month 34-36
Task 11.2		Final Toolkit
	<i>Purpose</i>	To incorporate the various toolkits developed throughout the grant into a comprehensive package, both hard-copy and web-based.
	<i>Goal(s)</i>	➤ Shared knowledge and expertise at local, regional, state, and or national level as applicable.
	<i>Activities</i>	Minor updates to individual toolkits as needed to be current. Document production, web content development. Toolkit promotion and outreach as desired.
	<i>Public Info/Invo</i>	Toolkit materials will be made available to the public on the web. Hard-copy materials to be provided at cost.
	<i>Products</i>	<input type="checkbox"/> Final Sustainability Toolkit hard-copy document <input type="checkbox"/> Final Sustainability Toolkit web-based
	<i>Lead Agency/Staff</i>	LCOG
	<i>Other Participants</i>	Consortium Members
	<i>Timing</i>	Months 34-36