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City of Salem
Urban Development
Department



CENTRAL SALEM
NEIGHBORHOOD REVITALIZATION STRATEGY AREA
Prepared by staff of City of Salem Urban Development Department – Federal Programs Division

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INTRODUCTION

Consolidated Plan regulations, and the Community Development Block Grant (CDBG) regulations were amended in 1995 to establish criteria for approving locally determined strategies for revitalizing specific areas of the community. The area covered by this approach is referred to as a Neighborhood Revitalization Strategy Area (NRSA). City of Salem is carrying out a neighborhood revitalization strategy as part of its 2009-2013 Housing and Community Development Consolidated Plan. The focus of the NRSA is to stimulate the reinvestment of human and economic capital and the economic empowerment of low- and moderate-income populations in the City. This document is an application by the City of Salem to the United States Department of Housing and Urban Development (HUD) for approval to designate a section of Salem defined in the map attached as a NRSA.

Approval by HUD provides greater benefits to the City of Salem in the form of regulatory flexibilities for CDBG assisted activities located in the NRSA. These flexibilities are intended to stimulate innovative programs in economically disadvantaged areas of the community. The NRSA allows the City to engage residents, community organizations, the private sector, and community leaders in the development of a revitalization strategy that best serves the needs of all persons (especially low- and moderate-income residents) in the neighborhood.

City of Salem Urban Development Department will be the lead agency in the development and implementation of the NRSA.

To achieve meaningful economic empowerment as envisioned by a NRSA, a realistic development strategy must create opportunities that spur economic development in terms of job creation for the unemployed and underemployed. Revitalization and urban renewal of public and private facilities and infrastructure, community safety and neighborhood improvement, training and education, and residential housing investments in the selected area are essential to a successful NRSA. Successful NRSA's bring together neighborhoods and City stakeholders to forge partnerships that:

- Obtain commitments to neighborhood building
- Support small and medium scale businesses
- Make neighborhoods and streetscapes attractive for investment
- Encourage neighborhood participation to drive economic activity and reinvestment
- Support neighborhood stability and encourage homeownership
- Advance neighborhood initiatives to identify and address housing, economic, and human service needs
- Support the activities of neighborhood associations and organizations, faith based groups, and Community Housing Development Organizations (CHDO's), that build neighborhoods

The boundaries of the NRSA include Pine Street to the North, 12th Street to the East, D Street NE, 25th Street NE, Center Street NE, State Street, 25th Street, McGilchrist Street SE, the Union Pacific rail line, 12th Street SE, Court Street, Winter Street, Market Street, and the Willamette River to the West. This area will herein be referred to as the Central Salem NRSA.

BACKGROUND AND HISTORY

Salem and its suburbs grew slowly during the nineteenth century and the community was best described as a small town. The state capital was constructed in 1876 along side many state and county offices. Industries and factories including the Oregon Pulp and Paper Company dotted the Willamette riverfront and Pringle creek areas of the City. The twentieth century brought more growth and the City became a hub of state government, mid valley commerce, and a center of education. An annexation in 1903 tripled the population.

Post WWII years saw the decline of Salem's downtown area. Sulfurous odors from the paper mill penetrated nearby homes.¹ Busy railroads such as those crossing South East Salem Neighborhood and other forms of traffic congestion made suburban living and shopping easier. Deteriorating housing and other infrastructure especially in the older communities of the City' core left them unattractive to many residents. Construction of interstate 5, east of the Central Salem NRSA accelerated these changes by providing access to new communities. This enabled residents (mostly middle class and the affluent) to move out of older neighborhoods into new areas and along with them went investments in housing and community infrastructure.

Although the older residential neighborhoods deteriorated during the 1960's and 1970's, the downtown received a new look with the construction of a shopping complex, anchored by Nordstrom, a major retailer. An adjoining mall facility was built in the 1990's and the complex was renamed Salem Center.

Over the years, sections of the Central Salem NRSA have been subjected to the activities of the Urban Renewal Agency (URA). The North Gateway Urban Renewal Area established in 1990 covers sections of the Highland neighborhood included in the NRSA, from Pine Street NE to Sunnyview Road NE. Projects under North Gateway have focused on infrastructure improvements (water, sewer and street improvements), environmental clean ups to prepare properties for redevelopment, and partnerships to promote redevelopment of the area. The Hollywood Station project in North Gateway has been one of the most exciting new endeavors in the City and the site of the new 30,000 square feet Salem Senior Center (Center 50+).

In 2007 the Urban Renewal Agency sold land north of the new Salem Center to the Hollywood Renewal LLC. Bound by Portland road, Brooks street (west), Pine Street (north), and the new Salem Senior Center, the development of 24 town homes, and a 2-story, 23,000 square foot building for retail and office is underway.² Redevelopment of this area of Salem is intended to create a vibrant mixed use development of housing complemented by a unique and supportive neighborhood of retail and offices in north Salem.

In South East Salem, south of Mission Street, the City's Growth Management Program has required upgrading McGilchrist Street to current City standard as a condition for development. Because the area

¹ Salem Online History. Brief History. http://iwa.cityofsalem.net/salemhstory/brief_history/brief_history.htm

² Hollywood Station; Project Description

<http://www.cityofsalem.net/Departments/UrbanDevelopment/DepartmentProjects/HollywoodStation/Pages/default.aspx>

is located outside the City’s Urban Service Area, its infrastructure needs have been the responsibility of property owners. Property owners in the area have expressed interest in the development and redevelopment, but the area lacks access, connection to the City’s street system, and storm drainage facilities. To-date, the cost of the necessary improvement has resulted in little new development.³

NEIGHBORHOOD AND DEMOGRAPHIC CRITERIA

The Central Salem NRSA encompasses four out of nineteen neighborhoods associations in the City of Salem. This includes sections of South East Salem Neighborhood, Grant Neighborhood, North East Neighbors, and Highland Neighborhood associations. This area covers Salem’s historic districts that date back to the mid 1800’s and incorporated into the City in the early 1900s.

The Central Salem NRSA is in Census Tracts 2,3,6,9 and 10 and the area covers 12 Census Block Groups. According to the 2000 Census, the combined population in the area is 12,738. A total of 68.9 percent of the NRSA population is White compared with 83.1 percent for the entire City. Hispanic/Latinos comprise 24.6 percent of the NRSA population compared to 17.3 percent for the entire city. Blacks/African Americans make up 1.8 percent compared to 1.3 percent for the City.

**Table: 1
Population**

2000 Census Data		Revitalization Strategy Area	Salem
Race	Total Population	12,738	136,924
	White	68.9%	83.1%
	Hispanic/Latino	24.6%	17.3%
	Black/African American	1.8%	1.3%
	Amer. Indian/Alaska Native	0.9%	1.5%
	Asian	1%	2.5%
	Hawaiian/Pacific Islander	0.5%	0.5%
	Some other Race	0.4%	7.9%
	Two or More Races	1.9%	3.4%

Source: U.S Census Bureau. Census 2000; Neighborhood Profile: SESNA, December 2007

SouthEast Salem Neighborhood

Located south of State Street, east of 12th Street and bisected by Mill Creek, South East Salem occupies a unique position to exhibit the homes of both the ambitious businessmen of the early 20th century and those of the workers at the railroad and mill.⁴The neighborhood today contains residential housing units, 4 parks, state offices, Salem/Keizer school offices, Bush Elementary school, Richmond Elementary

³ Urban Renewal Agency of the City of Salem: McGilchrist Urban Renewal Area

⁴ Discussion taken from the Salem Historic Quarterly. <http://www.salemquarterly.com/neighborhood.php?id=8>

School, Tokyo International University of America, Mission Museum, businesses, and other historic places.

The most densely populated section of South East Salem neighborhood included in the NRSA borders 25th, Mission, 12th, and State Streets. This area has some 1,406 residential housing; a majority of which are single family residential housing units. Duplex residential houses in the area are contained within the blocks of 17th Street, Oak Street SE, 22nd Street SE, and State Street. Multifamily residential housing structures are dense west of 17th street to 13th Street, and across Mission Street to end of Wilbur street SE.

On the south side of Mission Street, the area along 12th Street, McGilchrist, and 25th Street is zoned General Industrial. Beginning at the Northeast corner of 22nd Street SE and Oxford Street SE, Hoyt Street SE, and 24th Street SE, the City's Revised Code Chapter 134.020 designates that area as the "22nd and Electric Overlay Zone." Residential uses in the Overlay Zone can be altered, enlarged, or rebuilt following damage or destruction provided they meet City regulation. Abandonment of such structures does not preclude future residential use; however, conversion of such structures to non residential use prevents conversion back to residential uses.⁵ This area has a variety mixed businesses including auto repair and parts businesses, car lots, warehouses, storage facilities, office buildings, and some 377 occupied residential housing units. More than 1,015 of the 1745 residential housing units in the South East Salem Neighborhood are renter occupied.

NorthEast Neighbors

NorthEast Neighbors encompasses a historic part of Salem, including the Court-Chemeketa District.⁶ It contains two parks, State Offices, Olinger Pool, Englewood Elementary School, Parish Middle School, North Salem High School, historic buildings, and over 2,000 houses dating back to the 1800s. The neighborhood was incorporated into the City in 1903.

The section of NorthEast Neighbors included in the Central Salem NRSA has 1,034 occupied residential housing units. Although a majority of the residential housing units in the area are single family, more than 627 of the total housing units are renter occupied. Pockets of multifamily housing line Center Street to the north and south. Eighty two duplex residential housing buildings in the area are concentrated north of State Street to Chemeketa Street NE. This area is designated "Chemeketa-Court Residential Historic District".

NorthEast Neighbors is roughly bordered by State Street to the south, the Oregon State fair property to the north, the union pacific railroad to the West, with slight jog westerly around Parish middle school.⁷ Due to its proximity to the downtown area and architecturally dense historic properties, NorthEast Neighbors has seen its fair share of decline in housing and business infrastructure in the last several years.

⁵ Zoning Chapter 134. 22nd and Electric Overlay Zone

⁶ North East Neighbors. <http://www.salemnen.org/>

⁷ North East Neighbors. <http://www.salemnen.org/>

Grant Neighborhood and Highland Neighborhood

Grant Neighborhood and Highland Neighborhood are located at the north end of central Salem. Both were annexed into the City in 1903. Grant Neighborhood borders D Street and Market Street to the south, 12th Street to the east, the Willamette River to the west, and Madison Street to the north. Nearly all of the residential housing buildings in the neighborhood were constructed between 1900 and 1940.⁸ The neighborhood has about 150 businesses, majority of Salem's historic residential buildings and some of Salem's busiest north Streets; Front, Commercial, Liberty, Broadway, Capital, and Summer Streets.

The section of Highland included in the Central Salem NRSA borders Pine Street to the north, the Willamette River to the west, Madison and Jefferson Streets to the south, and 12 Street to the east. General Commercial and Industrial businesses line the area west of Liberty Street to Commercial Street. The Highland Neighborhood was annexed into the City in 1903 with additions in 1947 and 1958. Highland Elementary school, St. Vincent de Paul School, Oregon School for the Deaf, and historic churches are located in the neighborhood.

Census Tracts 3, block groups 1, 2, 3 and 4 in Grant and Highland neighborhoods included in the Central Salem NRSA has 2,049 occupied residential housing units. More than half of the residential housing units in both Grant and Highland are renter occupied. Multifamily housing buildings in Grant line the area west of 12th Street and along Broadway Street NE. Single family residential housing are concentrated in the core of Grant with many on major streets converted to commercial offices. Concentrations of retail commercial businesses are located along Broadway Street and 5th Street NE. Pockets of retail commercial and general commercial businesses dot the interior of the neighborhood and along Madison Street.

ASSESSMENT

Housing Characteristics

The Central Salem NRSA is comprised primarily of single-family residential housing units. According to the 2000 Census, 4,828 housing units with an average household size of 2.8 persons are in the Central Salem NRSA. Analyses of housing tenure indicate that 58 percent of all housing units in the Central Salem NRSA are renter-occupied compared with 43 renters for the entire City of Salem. Because many residential housing in the Central Salem NRSA are rented out by absentee owners or landlords, there is a severe lack of interest in investment and improving housing and neighborhood infrastructure.

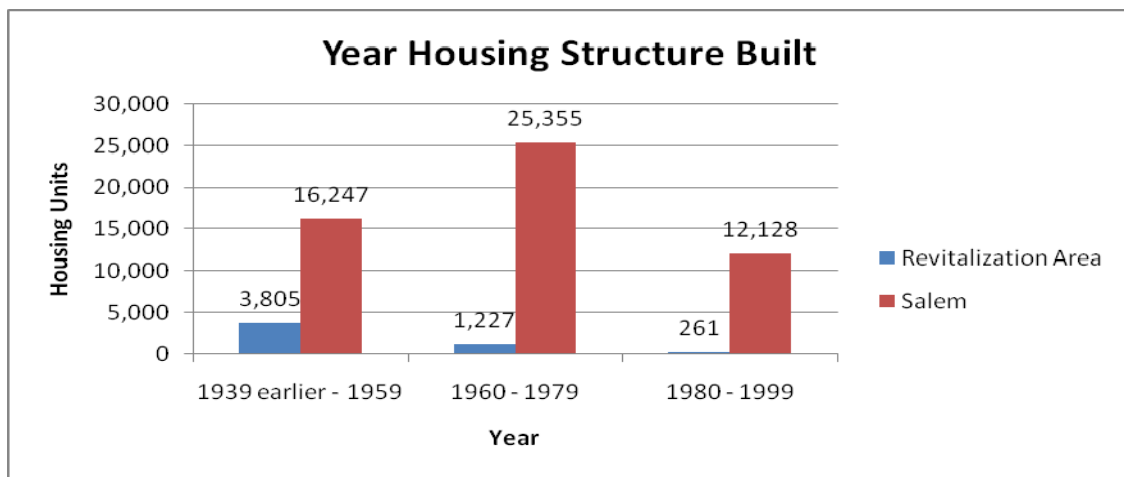
Assessment of the housing stock in the Central Salem NRSA reveals that many single family residential houses (especially renter occupied) are fairly maintained to levels just above habitable benchmarks. Scattered properties in some sections fall below these benchmarks and sometimes require the intervention of City Neighborhood Compliance Officers to declare them unfit, requiring owners to bring the houses to accepted standards or force occupants to vacate those houses.

⁸ Grant Neighborhood Association. <http://www.grantneighborhood.org/>

The proximity of the strategy area to the State Mental Hospital and State prisons has direct impact on the types of renters who occupy nearby homes. Many people move into these neighborhoods to be close to their family members in the institutions while others stay in transitional housing within the area after leaving these institutions. Since they lack vested interest in these neighborhoods, they rarely put in the effort to keep their homes to code and their surroundings tidy.

More than 69 percent of all housing structures in the Central Salem NRSA were built before 1960. According to selected housing characteristics in the 2000 Census, 27 percent of all housing structures in the NRSA were built between 1960 and 1979. A total of 261 new residential housing structures were constructed in the Central Salem NRSA between 1980 and 1999, compared to 12,128 across the City during that same period. (See Figure 1) The old houses are especially susceptible to wear and tear, while many pose lead-based paint hazards to occupants.

Figure: 1



Source: U.S Census Bureau. Census 2000

Economic Characteristics

Census tract 9, Block Group 3, located in the Central Salem NRSA, has the highest population of low- and moderate income persons in the City, with 90 percent of residents in the low- and moderate income category. Block Group 2 has 60 percent of all residents in the low- and moderate- income range while 56 percent of residents in Block Groups 1 and 4 had low- and moderate- incomes.

Residents of the Census tract 3, Block Groups 1, 2, 3 and 4 had comparably high concentrations of low- and moderate -income earners. Sixty six percent of residents in that area have low- and moderate – incomes.

Both Median Household Income (MHI) and Median Family Income (MFI) in the Central Salem NRSA were lower compared to the incomes across the City and State. As of the 2000 Census, MHI and MFI in the NRSA stood at \$29,713 and \$34,425 respectively. MHI and MFI for the City stood at \$38,881 and

\$46,409 respectively. A total of 68 percent of the population in the Central Salem NRSA have low to moderate incomes.

Table 3:
Central Salem Neighborhood Revitalization Strategy Area
Income Levels

	Geography	Total population	Households: Median household income in	Population with Income below poverty level	Low- and Moderate Income population
1	Census Tract 2, Block Group 2	592	\$35,662	78	56%
2	Census Tract 3 Block Group 1	1398	\$30,625	314	62%
3	Census Tract 3 Block Group 2	738	\$31,006	114	64%
4	Census Tract 3 Block Group 3	1220	\$25,221	299	79%
5	Census Tract 3 Block Group 4	1623	\$32,321	441	62%
6	Census Tract 6 Block Group 3	1623	\$27,635	174	68%
7	Census Tract 9 Block Group 1	1071	\$30,321	344	64%
8	Census Tract 9 Block Group 2	1081	\$27,236	244	70%
9	Census Tract 9 Block Group 3	613	\$26,458	304	90%
10	Census Tract 9 Block Group 4	963	\$33,036	163	59%
11	Census Tract 9 Block Group 7	597	\$30,938	181	68%
12	Census Tract 10 Block Group 1	1219	\$26,202	405	76%

Source: U.S Census Bureau. Census 2000

Poverty

As indicated in the City’s 2009-2013 Housing and Community Development Consolidated Plan, 10.5 percent of all families and 15 percent of individuals in Salem live below the federal poverty line. In 2000, more than 19 percent of families and 17 percent of individuals 65 years and older residing in the Central Salem NRSA lived below the federal poverty line. Across the State, 7.9 percent of families were poor compared to 9.2 percent nationally. More than 20 percent of the individuals living in the Central Salem NRSA fall below the federal poverty line.

The federal poverty line measures the minimum level of income deemed necessary to achieve and adequate standard of living

Analysis of poverty data indicate that there are more people living below the federal poverty level in SESNA and Highland Neighborhoods than any other area in Salem. A total of 28.2 percent and 29.4 percent of the individuals living in those respective neighborhoods fall below the federal poverty level.

Business

Although the Central Salem NRSA is predominantly residential, it is bordered by one of Salem most vibrant business areas including Mission Street, Market Street, Portland Road, Center Street, and Broadway Street. These Streets boasts a variety of service-oriented businesses ranging from car dealerships, shopping marts, retail outlets, fast food restaurants, medical and dental facilities, to civic groups and association offices.

The Oregon Department of Forestry, the Oregon Lottery Commission, K-Mart, National Guard, State offices, adult and family services offices, gas stations, the Willamette Orthopedic Group, Salem's main post office buildings, Walgreens, convenience stores, law offices, businesses, warehouses, and small and medium scale industries are located within or in close proximity to the Central Salem NRSA.

COMMUNITY CONSULTATION

In 1997, South East Salem Neighborhood was requiring a disproportionate amount of City resources to address issues such as crime, theft and drug peddling, vandalism, and compliance services. In an effort to address these concerns, the City of Salem Community Services Department approached the South East Salem Neighborhood Association (SESNA) with the idea of creating a Neighborhood Response Effort. (NRE)

Faith based organizations, schools, community groups, and stakeholders in the neighborhood joined forces with Community Services to establish an on-going community building process that spurred growth in citizen participation and facilitated the creation of many community based improvement programs. The NRE in SESNA was created with a goal to;

“Raise the voice of people who live and work in the area; identify priority issues, and engage neighbors, businesses, schools, the faith-based community, government, and non-profits to effectively address the issues.”⁹

Increasing resource allocation to curtail crime, theft, and compliance services among others in the Highland Neighborhood made it necessary for the City to replicate the activities of the NRE in that area in 2001. The NRE, now known as the Neighborhood Partnership Program engages stakeholders in the area in identifying and addressing neighborhood issues that enhance the quality of life of all residents. Rather than providing or directing services, the Neighborhood Partnership Program helps to build relationships and connections to area and community resources necessary for revitalizing neighborhood infrastructure and character.

⁹ Neighborhood Response Effort: Update. Department of Community Services. March 17, 2008

Collaborative efforts over the years have included;

- Steering committee meetings
- Bilingual, quarterly newsletters
- Porch light and other crime prevention campaigns
- Neighborhood celebrations
- School fundraisers

The Central Salem NRSA incorporates strategies identified by the NPP and currently under implementation. Consultation during preparation of this NRSA includes meetings with the Neighborhood Partnership Program Coordinator. Neighborhood Services Specialists and Compliance Services Officers for the Neighborhoods within the NRSA provided assistance and input for this report. In addition, strategies identified by the Mid-Willamette Valley Community Action Agency - Continuum of Care efforts, and analysis in the City's Housing and Community Development Consolidated Plan were integrated into the Central Salem NRSA.

An assessment tour of the selected area was conducted by Urban Development Department staff to examine the conditions of houses and businesses in the strategy area.

The Urban Development Department staff reviewed several documents and reports in preparing for the Central Salem NRSA. These documents include:

- Neighborhood Profile: Highland. The Neighborhood Response Effort Assets and Indicators – Prepared by City of Salem Department of Community Services
- Neighborhood Profile: SESNA. The Neighborhood Response Effort Assets and Indicators – Prepared by City of Salem Department of Community Services
- Housing and Community Development Consolidated Plan 2005-2009 – Prepared by City of Salem Urban Development Department
- Neighborhood Partnership Program: 2007-2008 Summary. SESNA Area
- Salem Area Comprehensive Plan (SCAP)
- City of Salem Zoning and Zoning Maps – Prepared by City of Salem Community Development Department: Planning Division
- Salem Online History: A Brief History

As part of the Consolidated Plan, this document will be available for public review in April 2009. Residents, business owners, and community stakeholders will be encouraged to participate in public hearings and comment on the Central Salem NRSA.

ECONOMIC EMPOWERMENT PLAN

A realistic economic empowerment plan prioritizes strategies and implementation mechanisms that promote the area's economic progress by focusing on activities that create jobs as well as activities that bring meaningful revitalization to the neighborhood. During the next five years, the following strategies will be undertaken with the goal of creating jobs, economic opportunities, and revitalization the neighborhoods residential infrastructure and business areas.

Strategies:

1. STIMULATE ECONOMIC DEVELOPMENT ACTIVITIES AND THE GROWTH OF BUSINESSES

- Support economic development activities and diversification that generate jobs and lead to sustainable self sufficient living wages
- Promote micro-enterprise entrepreneurship
- Assist small and minority businesses in acquiring loans to expand their enterprises
- Assist business owners with storefront signage, façade and lighting improvements to create a positive retail environment

2. PROVIDE SANITARY, SAFE, DECENT, AND AFFORDABLE HOUSING

- Increase the availability of homeownership loans to residents in the NRSA
- Increase the availability of single-family rehabilitation loans to preserve the existing housing stock and increase the availability of safe and sanitary living units
- Assist the development of new affordable housing in the NRSA
- Encourage the development of passed-over or underutilized land to promote the efficient use of residential land to stabilize neighborhoods
- Continue efforts to reduce lead hazards in housing in the NRSA

3. COMMUNITY DEVELOPMENT AND IMPROVEMENT

- Work with the City to expand the installation of audible signals and curb ramps, sidewalk repair, and other facilities to make all section of the NRSA accessible.
- Improve public parks by funding activities that rejuvenate park facilities including the repair of playground equipment, repair of picnic and the removal of existing hazards.
- Initiate tree planting programs to improve the visual appearance of neighborhoods
- Support the activities of the Urban Renewal Agency in the NRSA

4. REMOVE SLUMS, BLIGHT, AND ABANDONED HOUSES

- Initiate infill development of mix-used facilities to replace vacant and abandoned housing and lots
- Clear and demolish structures that reduce the visual appeal of the neighborhood
- Create a sense of place that contributes to a strong downtown

5. PUBLIC SAFETY

- Increase police and compliance services presence to boost safety perception and visual appeal of neighborhoods
- Work with Neighborhood Associations to initiate safe and well –lit walking connections between residential housing and businesses
- Support the efforts of the Community Emergency Response Team (CERT)

OUTCOMES AND PERFORMANCE MEASUREMENTS

Strategies identified in this NRSA are developed to generate economic development activities geared toward revitalizing neighborhoods to make them attractive for investments, thereby creating employment opportunities and safer communities. As mentioned earlier in this report, revitalizing deteriorating neighborhoods requires the use of different approaches and performance reviews to achieve the desired outcome. Performance measurements for this NRSA will follow the criteria identified in the City’s Housing and Community Development Consolidated Plan:

Strategies

STIMULATE ECONOMIC DEVELOPMENT ACTIVITIES AND THE GROWTH OF BUSINESSES

Outcome Indicator

- Support assistance and/or funding to improve the storefronts, landscapes, parking, and facades of 20 businesses
- Assist entrepreneurs from the selected area to obtain micro loans to start their own new businesses
- Create an environment that stimulates interest and encourages businesses to move into the NRSA. In South East Salem, the priority will be to facilitate the opening of a grocery store.

PROVIDE SANITARY, SAFE, DECENT, AND AFFORDABLE HOUSING

Outcome Indicator

- Provide 100 new affordable housing units in the selected area. This includes mixed used and mixed income housing.
- Provide 40 residents with homeownership assistance (down payments assistance, and interest subsidies)
- Assist 100 residents with home rehabilitation including; acquisitions for rehab for residential purposes, lead based paint testing and mitigation, and other related improvement, costs and services

COMMUNITY DEVELOPMENT AND IMPROVEMENT

Outcome Indicator

- Improved accessibility within and around the NRSA. Includes curb ramps, bike lanes, turning pockets, audible signals, bus shelters, and sidewalks
- Increased patronage of public parks in the NRSA
- An environment that provides for an arrangement of public facilities that compliment private development and meet the needs of residents in the NRSA

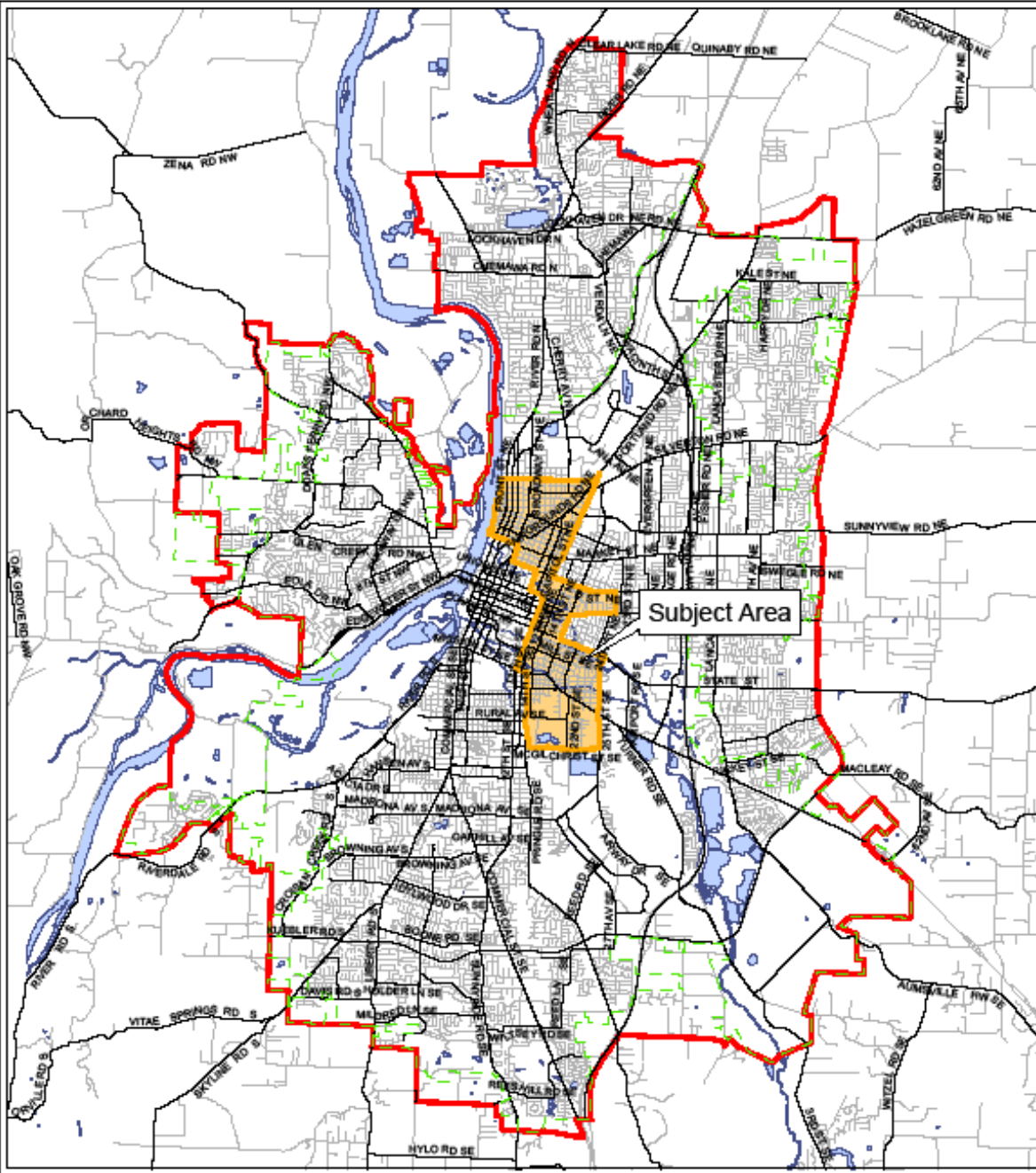
PUBLIC SAFETY

Outcome Indicator

- Reduce crime, graffiti, and drug trafficking in the neighborhood by 10 percent
- Improve neighborhood relations, community communications and shared responsibility for neighborhood development

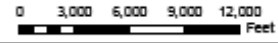
Contact List for Neighborhood Revitalization Strategy Area

1. Jessica Loewen Preis – Neighborhood Partnership Coordinator – City of Salem Community Services.
2. Rob Gould – Neighbor & SESNA Board – Neighborhood Watch and CERT
3. Marcia Hoak – Neighbor and member of SESNA Board – Liaison to NRE
4. Salem Realtors Association
5. Theresa Amen – Compliance Officer (SESNA)
6. Paul Eves – Compliance Officer (Highland and Grant Neighborhood)
7. Brent Hedrick – Compliance Officer (North East Neighbors)
8. Bill Smaldone – Neighborhood Association Chair – SESNA
9. Martin Greenlee – City of Vancouver - CDBG Program
10. Kerry Rucker – Highland Neighborhood Association
11. Allan Scott – North East Neighbors
12. Joan Evan Lloyd – Vice chair (North East Neighbors)
13. Rachel Dixon – Neighborhood Specialist (Highland and Grant)
14. Katherine Hancock – Neighborhood Specialist (SESNA)
15. Pamela Cole – Associate Planner (Current Planning)
16. Kimberly Moreland – Senior Planner (Long Range Planning)



Legend

- ▬ City Limits
- ▬ Urban Growth Boundary
- ▬ Major Streets and Arterials
- ▬ NRSA



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