Our Salem: Today
Stakeholder Advisory Committee Meeting #1 Summary

November 5, 2018

4 – 6 p.m., Salem Public Library

585 Liberty St SE – Anderson Rooms

Attendees

Stakeholder Advisory Committee

Amador Aguilar	Ian Johnson
Sadie Carney	Ian Levin
Cathy Clark	Jim Lewis
Sally Cook	Ashley Schweickart
Rich Fry	Linda Wallmark
Geoffrey James	

Staff

City of Salem Community Development Department:
Norman Wright
Lisa Anderson-Ogilvie
Eunice Kim

Consultant Team

Scott Fregonese, Fregonese Associates
Julia Reed, Fregonese Associates
Kristen Kibler, JLA Public Involvement
Alex Steinberger, Cascadia Partners
Garlynn Woodsong, Cascadia Partners

Background and Purpose

The City of Salem and consultant team held the first meeting of the Our Salem: Today Stakeholder Advisory Committee (SAC). The meeting included a presentation, interactive exercise for the SAC, and comments from the public. The purpose of the meeting was to introduce the committee to the range of scenario indicators (performance measures) available and solicit feedback on which indicators should be prioritized when evaluating Salem both today and in the future.

City of Salem staff members welcomed attendees to the meeting, and SAC members introduced themselves, stating their roles. Staff and the consultant team presented the project background, purpose, need, and an overview of the scenario development process. The presentation can be found online on the Our Salem project page.

The team then gave an overview of the scenario indicators available. The more than 70 indicators, which can be found on the project page, were displayed on posters under the six result areas: Good Governance; Natural Environment Stewardship; Safe Community, Safe, Reliable and Efficient Infrastructure; Strong and Diverse Economy; and Welcoming and Livable Community.

SAC members were given dot stickers and asked to use them to "vote" for the indicators that they considered priorities. The results of this dot-voting exercise are at the end of this meeting summary. The top two (or three, if there was a tie) indicators in each result area are as follows:

Welcoming and Livable Community
- Complete Neighborhoods – 11
- Proximity to Open Space – 9
- Housing Affordability – 9

Safe, Reliable, and Efficient Infrastructure
- Walk and Transit Friendliness – 11
- Daily Household VMT (vehicle miles traveled) – 7

Strong and Diverse Economy
- Jobs/Housing Balance – 7
- Employment Mix – 5

Good Governance
- Revenue-to-Cost Ratio – 9
- Annual Level of Service – 7

Natural Environment Stewardship
- Total Greenhouse Gas Emissions – 8
- Acres of Development in Environmentally Sensitive Areas – 7

Safe Community
- Traffic/Pedestrian Accidents – 8
- Active Transportation- 7

Group Discussion

The consultant team facilitated a discussion regarding the results of the exercise. The discussion is summarized below. Follow-up items for the consultant team are noted below in bold.

- There was a discussion regarding the indicators that did not receive any stickers. Examples of indicators in this category included building square footage by type and household transportation costs. SAC members agreed that these concepts were addressed under other indicators.
  - **Consultant team note**: The team will consolidate indicator categories and provide clearer context for the indicators. For example, indicators for transportation modes could be grouped under an umbrella category rather than separated out.
- The representative from the Homebuilders Association would like to model housing affordability in the context of available land that is flat, as topography is a factor in increasing the cost of development.
- The SAC discussed density. Some members identified that for transit to be viable, a certain level of density is needed. Housing density in Salem's single-family residential neighborhoods is currently approximately six to eight units per net acre. SAC members stated the need for the community to understand that in the future, 20 units per acre may be more realistic. SAC members want future housing modeling to be calculated in dwelling units per acre.

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- There is a desire among SAC members to tie planning for future growth to the ability of the city to serve the new growth. The consultant team responded that Envision Tomorrow revenue-to-cost ratio indicators would be able to tie cost to serve to modeling of new growth.
- A SAC member commented that the Safe Community poster missed the mark by not including enough indicators to determine whether or not Salem is a safe community. Staff responded that the Police and Fire departments measure their response times and prefer to model and plan for these critical services within their departments.
    - **Consultant team note:** While response times are not an indicator for the Our Salem project, the team plans to provide data on response times and related information at the December 5 public workshop.
- SAC members consider traffic and pedestrian accidents a priority for evaluating the city.
- SAC members consider active transportation a priority. They noted that it is important to acknowledge the many reasons why people choose or do not choose active transportation.
- On the Strong and Diverse Economy poster, the consultant team clarified the definition of jobs housing balance as the ratio of the amount of housing and the number of jobs in a community.
- SAC members expressed interest in measuring affordability and wage.
    - **Consultant team note:** Census data indicates average wage by industry within the county. Because the Envision Tomorrow model will provide an estimate of housing cost by type, the team can and will compare wage and housing costs across the scenarios.
- There was significant interest among SAC members to know whether or not people who work in Salem can afford to live in the city.
- On the Welcoming and Livable Community poster, SAC members noted that measures of accessibility were missing. The consultant team responded that in the absence of detailed GIS information about current site-specific ADA compliance within the city, the team can model with the understanding that all new construction in the city will comply with modern accessibility standards, and therefore the team can provide a measure of future accessibility tied to amount of new development.
- SAC members expressed interest in determining the status of the City's progress toward goals identified in the Housing Needs Analysis (HNA).
    - **Consultant team note**: The team will include relevant data from the HNA in the December 5 public workshop.
- There was discussion regarding a desire to model the impacts of senior living facilities and the implications related to the ability of the City to provide emergency services to senior living facilities located at the edges of the community where it takes more time for emergency services to respond. A SAC member noted a recent study conducted by PSU's Population Research Center that identified the potential for the senior population in Salem to increase significantly over the next 30 years.
    - **Consultant team note**: The team is aware of the PSU population forecast, which uses a different projection than adopted population forecast that the City of Salem uses. The team will compare the findings of the PSU forecast to the City's adopted forecast, which is in the HNA and Comprehensive Plan.
- There was discussion about comparing Salem to peer cities. There was a discussion about using Fort Collins, Colorado as a comparable city to Salem.
    - **Consultant team note:** The team will come up with a list of peer cities, which will include Fort Collins, Colorado.

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- On the Safe, Reliable and Efficient Infrastructure poster, the Walk and Transit Friendliness indicator was the top pick followed by vehicle miles traveled. There was a discussion about the age and maintenance of infrastructure. One SAC member noted that in his community, the sewer system is failing, and the impact of failing infrastructure can become a real drain on the city. The consultant team responded that for the purposes of the scenario modeling exercise, the team can provide an indication of the need for total linear feet of new sewer to use as a comparison metric for the scenarios. Needed sewer upgrades are listed in the City's Wastewater Management Plan.
- On the Natural Environmental Stewardship poster, total greenhouse gas (GHG) emissions and acres of development in environmentally sensitive areas were top picks in this category. There was discussion about the City's policy decision to restrict new development close to the river. Another SAC member responded that there are areas for redevelopment along the river, but future new development is constrained by State Goal 15, which is the Willamette River Greenway that seeks to protect views from and access to the river.

Exercise Results

Welcoming and Livable Community
- Complete Neighborhoods – 11
- Proximity to Open Space – 9
- Housing Affordability – 9
- Housing by Building Type – 7
- Infill Development/Redevelopment – 7
- Affordability (Housing + Transportation + Energy) – 6
- Net Density – 5
- Regional Trail Miles – 5
- Redevelopment to Displacement – 5
- Housing Distribution by Income – 4
- Population – 4
- Gross Density – 4
- Proximity to Parks and Trails – 4
- Household Income – 4
- Housing Mix – 4
- Housing Tenure – 4
- School Aged Children – 3
- Net New Growth – 3
- Average Rent/Sale Price – 2
- Land Area Mix – 2
- Neighborhood Housing Mix – 2
- Parks Congestion (Equitable Distribution of Parks) – 2
- Parks per Capita – 2
- Households in Mixed-Use or Transit Oriented Development Areas – 1
- Developed Acres – 1
- Building Square Footage Mix – 1
- Average Household Size – 1

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- Household Transportation Costs – 0
- Building Square Footage by Type – 0

Safe, Reliable, and Efficient Infrastructure

- Walk and Transit Friendliness – 11
- Daily Household VMT (vehicle miles traveled) – 7
- Intersection Density – 5
- Bicycle and Pedestrian Use – 5
- Access to Frequent Transit – 4
- Household Walk Trips – 3
- Household Bicycle Trips – 3
- Lineal Feet of Sewage Pipe – 2
- Lineal Feet of Water Lines – 2
- Household Auto Trips – 2
- Household Transit Trips – 1
- Parking Spaces – 1
- Road Miles – 1

Strong and Diverse Economy

- Jobs/Housing Balance – 7
- Employment Mix – 5
- Land Cost per Acre – 3
- Conversion of Industrial to Commercial Land – 3
- Development in Urban Renewal Areas – 3
- Industry Access to Water/Sewer – 2
- New Jobs in Specific Areas – 2
- Average Workers per Household – 1
- Parking Cost – 1
- Average Wage – 1
- Improvement Cost per Acre – 1

Good Governance

- Revenue-to-Cost Ratio – 9
- Annual Level of Service – 7
- Property Tax Revenue – 4
- Annual Levels of Service – 4
- Operations and Maintenance – 3
- Total Capital Costs – 2
- Income Tax Revenue – 1
- Average Tax Burden – 0

Natural Environment Stewardship

- Total Greenhouse Gas Emissions – 8
- Acres of Development in Environmentally Sensitive Areas – 7
- Building Energy Use – 6
- Tree Canopy – 6

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- Landscaping Water Use – 4
- Internal Water Consumption – 4
- Impervious Cover – 4
- Open Space – 4
- Acres of Development in Floodplain –4
- Building Carbon Emissions – 1
- Parks/Open Space within Willamette Greenway – 1
- Air Pollutant Reduction – 1
- Developed Acres within Willamette Greenway – 0
- Waste Water Production – 0
- Solid Waste Production – 0
- Sewer Overflows – 0
- Proximity to Willamette River – 0
- Parking Lot Coverage – 0

Safe Community
- Traffic/Pedestrian Accidents – 8
- Active Transportation- 7
- Access to Hospital/Urgent Care Facilities – 3

Public Comment

This meeting was attended by roughly 40 members of the public. Five members of the public attending the event provided the statements below, which have been summarized. The consultant team has provided responses in bold below.

1. When selecting indicators for development, you should task the work group with giving you a parcel-by-parcel map of the net productivity of each of our tax parcels. If we do not have any money because we have overbuilt, then we cannot provide the services we need. That is a bad situation. We need a plan that can guide development for the future. We should get a hold of the system development charge rates, so we can tell developers on a lot-by-lot basis that we are going to charge you x amount because this is the amount that you are going to cost the City.
   - **Consultant team note:** The team agrees with the need to understand the cost incurred to serve new development. As part of the evaluation of existing conditions in Salem today, the team will map assessed value and compare that to the market value on a parcel-by-parcel basis. The team will also determine annual revenue-to-cost ratio, which will help determine if new development will essentially pay for itself.
2. Thank you for doing the GHG inventory. It is less clear how the climate action plan will be developed. Solid waste is a good example. It is really important where the solid waste goes and what the GHG impacts of those decisions are. We need to comprehensively address GHG emissions.
   - **Consultant team note:** After the SAC meeting, team members had a longer discussion with members of the 350 Salem group about the scope and process for the GHG inventory.
3. We need to consider public health as well. We know that how we design a community impacts public health. If we do not have good streets or sidewalks, then people do not walk. If there is a public health lens that we can put on this work, then that would be a very smart move. We

should also look at the issue of aging (e.g., youth-friendly and aging in place contexts). You should make sure that equity issues are incorporated. Transportation should be equitable, and street tree plantings should be equitable. As we look at that, we should have the metrics that allow us to determine whether or not our city is equitable. We need to plan for and take into account autonomous vehicles.

- o **Consultant team note:** Public health and urban design are tightly linked. One of the primary goals of this project is to understand the public health and urban design implications of policy decisions that shape the city. The consultant team will examine alternative futures for the city through an equity lens and will create at least one scenario that analyzes the potential impacts of autonomous vehicles.

4. I am very concerned about what I am not seeing in these categories, the traffic congestion that is likely to result from growth. We are overestimating the amount of walking people might do. People are making housing choices based on traffic congestion. Traffic congestion needs to be on the list of indicators. It is not environmentally responsible to create situations where people are going to be sitting in traffic for hours a day. Emergency medical services response is constrained by traffic congestion.

- o **Consultant team note:** Increases in traffic and traffic congestion are indeed important concerns for every community as growth occurs. One of the goals of this project is to understand the impact of how and where growth occurs in Salem. Alternative scenarios will examine the impact of a range of policy decisions, such as increasing investment in public transit, better connecting the street network, and increasing roadway capacity.

5. I am concerned that the process is not going to be a meaningful way for people to express what their desires are as taxpayers and as people who live in this community. This exercise that you did tonight is going to be replicated on December 5. This exercise tonight required about an hour of explanation, and if you are not able to replicate that at the public event, all you are going to get is dots on a map based on popularity, and I am not sure that that is a meaningful way to evaluate what is happening in Salem and what needs to happen in Salem. You are, it appears, creating a matrix to evaluate what is happening, but if you do not have the right things in the matrix, it is going to be garbage in, garbage out. We just went through a water crisis, and we were told that we would need to take our water from the Willamette River. If you do not factor that into the comprehensive planning, we are going to have a very polluted river. We are concerned that this process is not going to provide the results that we need as a community.

- o **Consultant team note:** The goal is to provide a platform for meaningful public involvement. During the SAC meeting, the team previewed the range of scenario indicators and asked for the SAC to prioritize the indicators. For the December 5 public workshop, the team will include additional context and explanation of the process. The team will also reframe the indicator posters so that they are more user-friendly.

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