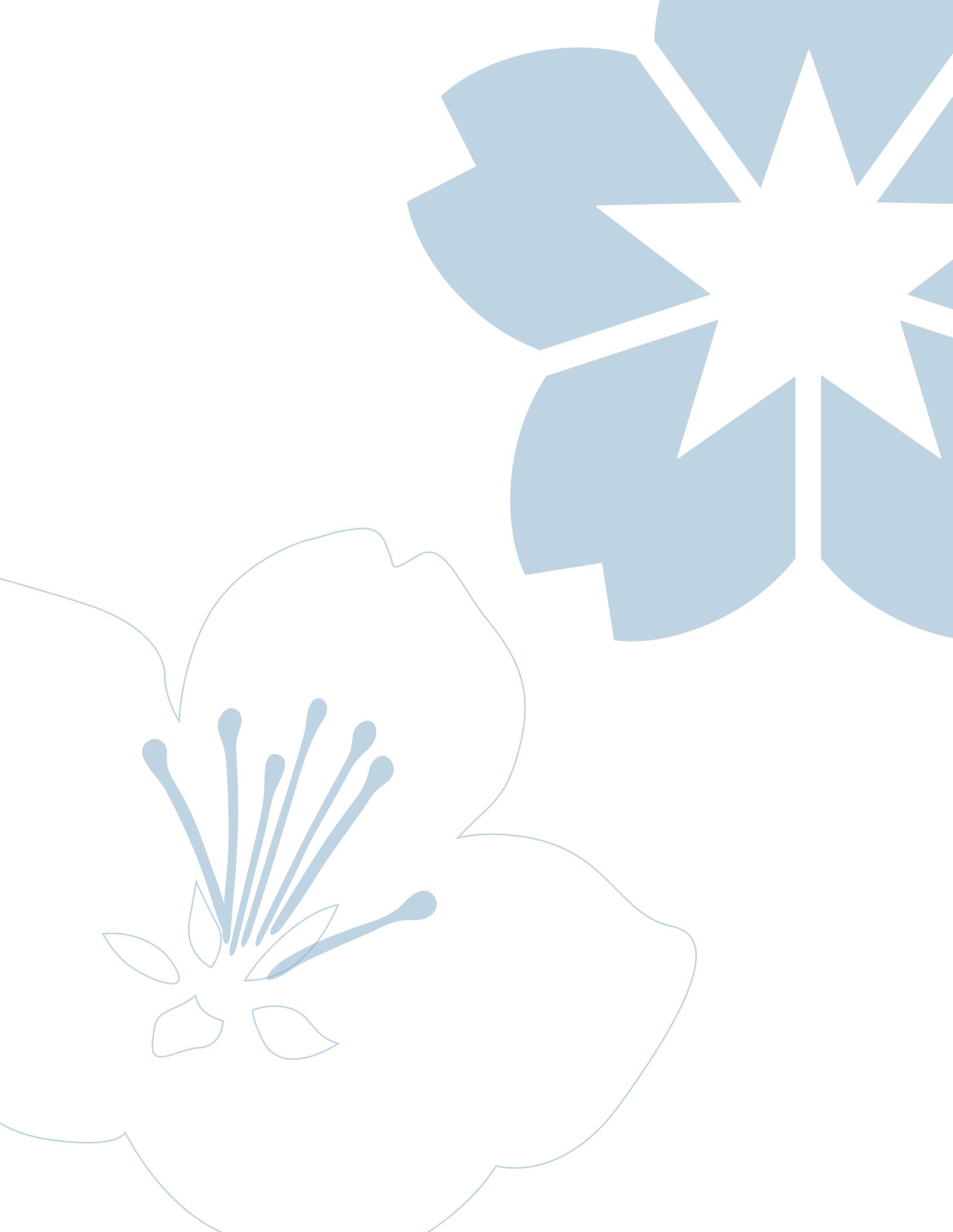




# SCYP • Salem

## 2023-2024 Compilation Report





# Salem • SCYP

## 2023-2024 Compilation Report

### PREPARED BY

Sustainable City Year Program for the City of Salem



# Acknowledgments

Over the 2023-2024 school year, the City of Salem staff and stakeholders and the Sustainable City Year Program staff, students, and faculty worked together to create viable recommendations and outcomes that will move Salem forward towards a more sustainable and responsive future.

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Virginia Stapleton, City Councilor Ward 1  
Linda Nishioka, City Councilor Ward 2  
Trevor Phillips, City Councilor Ward 3  
Deanna Gwyn, City Councilor Ward 4  
Jose Gonzalez, City Councilor Ward 5  
Julie Hoy, City Councilor Ward 6  
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## **STAKEHOLDERS**

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North Salem High School  
McKay High School  
Mano a Mano Family Center  
Willamette University  
Salem Parks Foundation  
Salem Bike Vision  
Oregon Department of Transportation (ODOT)  
Mid-Willamette Valley Council of Governments (MWVCOG)  
Safe Routes to School  
Salem Bicycle Club

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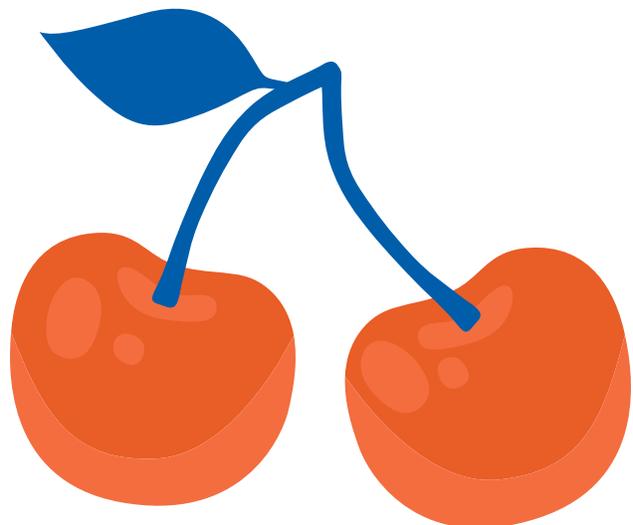
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# About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

**1. Our Sustainable City Year Program (SCYP)**, a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

**2. Our Urbanism Next Center**, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

# About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to

provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

# About City of Salem

The City of Salem is Oregon's second largest city (179,605; 2022) and the State's capital. A diverse community, Salem has well-established neighborhoods, a family-friendly ambiance, and a small town feel, with easy access to the Willamette riverfront and nearby outdoor recreation, and a variety of cultural opportunities.

The City is known for having one of Oregon's healthiest historic downtowns, hosts an airport with passenger air service, and is centrally located in the heart of the Willamette Valley, 47 miles south of Portland and an hour from the Cascade Mountains to the east and the ocean beaches to the west.

State government is Salem's largest employer, followed by the Salem-Keizer School District and Salem Health. The City also serves as a hub for area farming communities and is a major agricultural food processing center. A plethora of higher education institutions are located in Salem, ranging from public Western Oregon University, private Willamette and Corban universities, and Chemeketa Community College.

Salem is in the midst of sustained, steady growth. As a "full-service" city, it provides residents with services such as police and fire protection, emergency services, sewage collection and treatment, and safe drinking water. Salem also provides planning and permitting to help manage growth, as well as economic development to support job creation and downtown development. The City also provides 2,338 acres of parks, libraries and educational programs, housing and social services, public spaces, streetscaping, and public art.

Salem's vision is a safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all. The City's mission is to provide fiscally sustainable and quality services to enrich the lives of present and future residents, protect and enhance the quality of the environment and neighborhoods, and support the vitality of the economy. The City is in the midst of a variety of planning efforts that will shape its future, ranging from climate action planning and implementation, a transportation system plan update, as well as parks master planning.

This SCYP and City of Salem partnership is possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending. With additional funding from the city, the partnership will allow UO students and faculty to study and make recommendations on city-identified projects and issues.



# Salem, Oregon

~46 miles north to Portland, OR ↑  
~68 miles south to University of Oregon ↓

 Willamette River

 Highland Park

 Oregon State Fair & Exposition Center

 Riverfront Park

 Oregon State Capitol

 Historic Downtown Salem

 Minto-Brown Island Park

 Bush's Pasture Park

 22

 Salem Municipal Airport

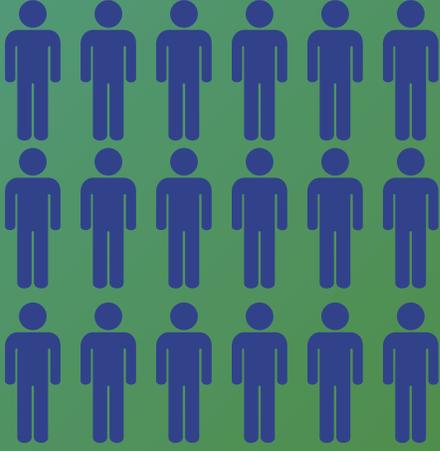
 Morningside City Park

 99E

 Woodmansee Park

 Secor Park

2022 POPULATION



179,605

OREGON'S SECOND LARGEST CITY



SALEM  
AREA:  
49.45 mi<sup>2</sup>

HOME TO:

Oregon State  
Capitol



Willamette riverfront  
parks and trails

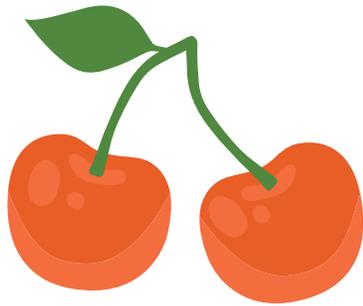


one of the nation's  
largest food  
processing centers



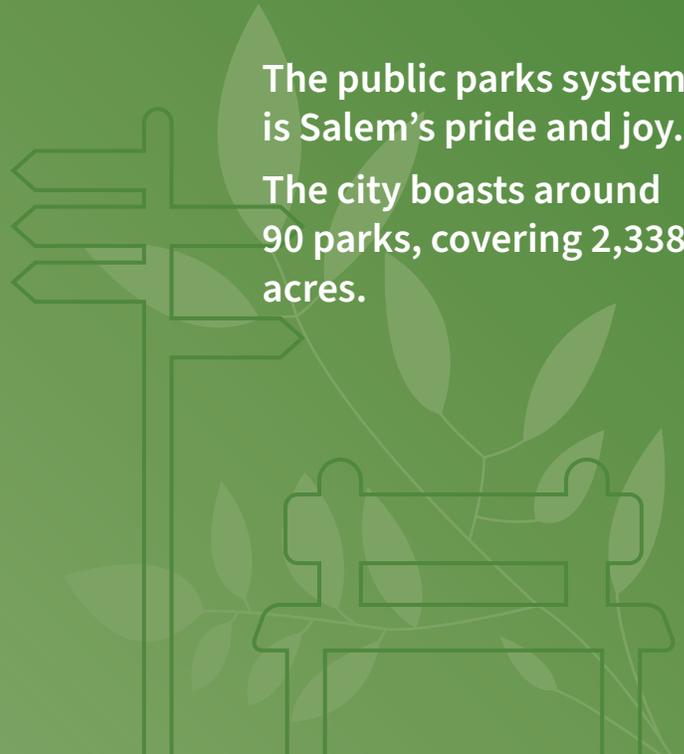
THE

Cherry  
CITY



The public parks system  
is Salem's pride and joy.

The city boasts around  
90 parks, covering 2,338  
acres.





### CITY VISION

A safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all



“When we engage in a SCYP partnership, we get the benefit from the latest and best thinking combined with the energy of hundreds of students to our perennial challenges,” said Mayor Chris Hoy. “We move faster and farther than we ever could have on our own.”



### SALEM CONTEXT AND FOCAL AREAS

The City of Salem last worked with SCYP over the 2010-2011 academic year, making them the first repeat city to partner with SCYP. SCYP hosts the final reports and media from that year at [sci.uoregon.edu/past-scyp-partnerships](http://sci.uoregon.edu/past-scyp-partnerships)

## 2023-2024 WITH SCYP



20+ CLASSES / PROJECTS



350+ STUDENTS



14 FACULTY

The Salem City Council identified four strategic priority policy areas for 2024, three of which students addressed through their SCYP coursework: Sustaining Infrastructure and Services, Engaging our Community, and Planning for our Future. These policy areas respond to community feedback and concerns from the entirety of Salem’s geography.

		2024 City of Salem City Council Strategic Priorities		
		Sustaining Infrastructure and Services	Engaging Our Community	Planning for Our Future
Project	Green Cities: The Role of Artificial Intelligence & Technology for Cities, Phases 1 & 2	X	X	X
	Public Budgeting: City Operations Fee Evaluation	X		
	Engaged Journalism: Volunteerism & Civic Engagement - The Next Wave		X	
	Climate Action Public Relations Campaign to Reduce Idling		X	X
	GIScience II: Walkability & Corridor Assessments, Phases 1 & 2	X		X
	Timber Tectonics in the Digital Age: Highland Park Temporary Structure	X	X	X
	Spatial Justice Seminar: Equity-centered Parks Case Studies & GIS Analysis		X	X
	Nonprofit Management: Parks Foundation Strategic Planning		X	
	Transportation Policy: Electric Vehicle Charging	X		X
	Climate Action Public Relations Campaign to Increase Heat Pumps		X	X
	Engaged Journalism: The Digital Divide and the Future of Civic Engagement		X	
	Green Cities: City Facilities/Geer Park Solar Opportunities	X		X
	Civil & Environmental Engineering Capstone: Boardwalks and Beavers	X		X
	Safe and Connected Salem: Bicycle Transportation Options	X	X	
	Seminar: Equity-Focused Park Assets Condition Assessment		X	X
	Seminar: Planning for Age-Friendly Communities, Center 50+ Priorities		X	X
Climate Action Public Relations Campaign to Increase Active Transportation		X	X	

**HOW TO USE THIS REPORT:** This report provides a one-page high-level summary of the project/class. Each project/class also produced a final report that is published on UO Scholars Bank and is made broadly available to the public.

# Sustainable City Year Program

## 2023-24 Salem Projects by College/School

College/School	Summer/Fall 2023	Winter 2024	Spring 2024
<b>School of Planning, Public Policy and Management</b>	Public Budgeting: City Operations Fee Evaluation	Nonprofit Management: Parks Foundation Strategic Planning	Nonprofit Management: Parks Foundation Strategic Planning
	Green Cities: The Role of Artificial Intelligence for Cities, Phase 1	Green Cities: City Facilities/Geer Park Solar Opportunities	Safe and Connected Salem: Bicycle Transportation Options
	Green Cities: The Role of Artificial Intelligence for Cities, Phase 2	Transportation Policy: Electric Vehicle Charging	Seminar: Planning for Age-Friendly Communities
<b>School of Architecture and Environment</b>	Timber Tectonics in the Digital Age: Highland Park Temporary Structure	Spatial Justice Seminar: Equity-Centered Parks & Recreation Case Studies	Seminar: Equity-Centered Park Assets Condition Assessment
<b>School of Journalism and Communication</b>	Climate Action Public Relations Campaign – Reduce Idling	Climate Action Public Relations Campaign – Heat Pumps	Climate Action Public Relations Campaign – Active Transportation
	Strategic Planning & Cases: Volunteerism & Civic Engagement – The Next Wave	Engaged Journalism: The Digital Divide and Future of Civic Engagement	
<b>College of Arts and Sciences</b>	GIScience II: Walkability & Corridor Assessments, Phase 1	GIScience II: Walkability & Corridor Assessments, Phase 2	
<b>Portland State University, College of Engineering</b>		Civil & Environmental Engineering Capstone: Boardwalks for Beavers	Civil & Environmental Engineering Capstone: Boardwalks for Beavers

# Design, Planning & Engineering





**SUMMER AND FALL 2023**

# **The Role of Artificial Intelligence for Cities**

**Faculty: Ric Stephens**

**City Partner Leads: Krishna Namburi and Courtney Knox Busch**

**Class: Green Cities I (PPPM 445)**

Students completed an analysis of key Artificial Intelligence applications, case studies, and challenges. Resources presented to the City of Salem included model city policies, draft informational public meeting format, AI software and applications, implementation actions, glossary, and research references.



FALL 2023

## Timber Tectonics in the Digital Age

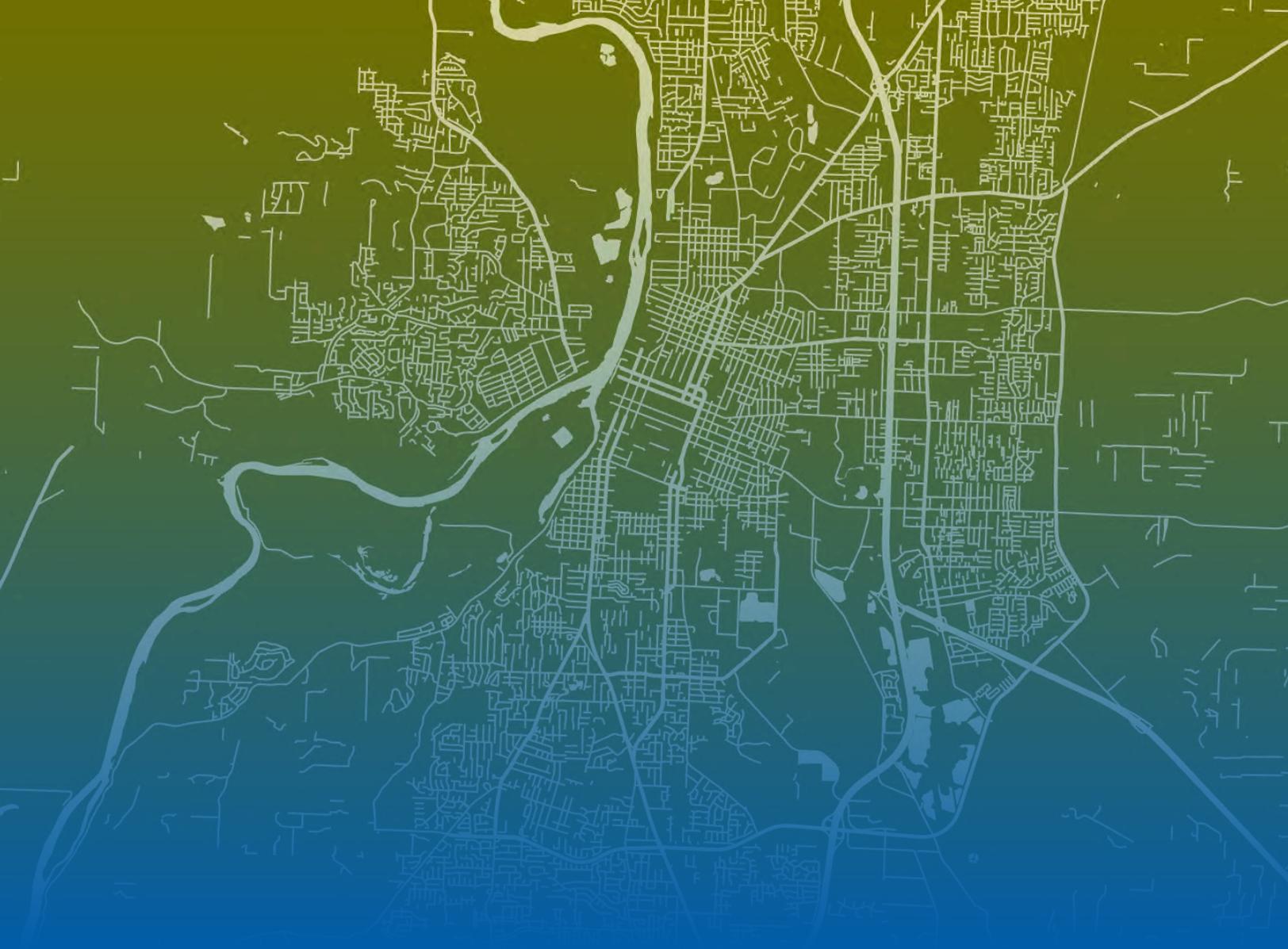
**Faculty:** Nancy Cheng (UO) and Mariapaola Riggio (OSU)

**City Partner Leads:** Robert Romanek, Courtney Knox Busch, and Dylan McDowell

**Community Partners:** Highland Neighborhood Association

**Class:** Timber Tectonics in the Digital Age (ARCH 484/584)

Architecture, Wood Science, and Engineering students designed and constructed a temporary structure for the Salem Parks Department using “kit-of-parts” construction methods. Centered on the adaptable nature of reciprocal frame construction, students focused on the sustainable reuse of panel materials such as plywood and Mass Plywood Panels. The kit-of parts method meant the structure could be quickly deployed to add immediate benefit to a neighborhood as well as disassembled, moved, and reassembled.



**FALL 2023 AND WINTER 2024**

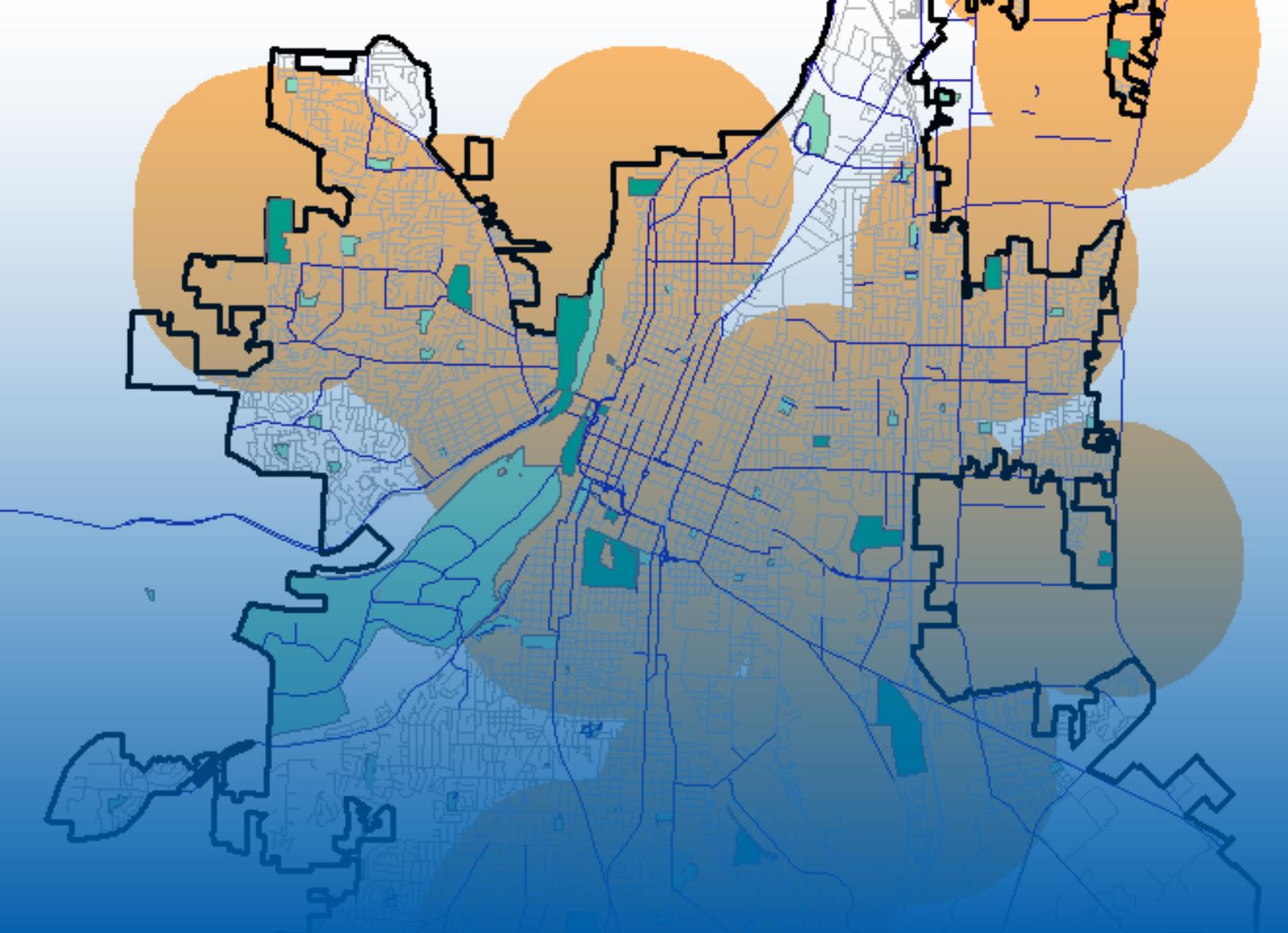
## **Walkability & Corridor Assessments**

**Faculty: Nick Kohler**

**City Partner Leads: Dan Brown, Julie Hanson, Rochelle Regutti, and Courtney Knox Busch**

**Class: GIScience II (GEOG 482/582)**

Using GIS mapping, students identified sidewalk and pedestrian gaps or redundancies, as well as ways to reduce these gaps. Students also surveyed and assessed certain corridors, which included an equity and demographic analysis, a network connectivity and land use analysis, and made recommendations to improve pedestrian and bicycle safety; sidewalk accessibility; and create more equitable and walkable neighborhoods.



**WINTER 2024**

# **Equity-Centered Parks & Recreation Case Studies**

**Faculty: Ellee Stapleton**

**City Partner Leads: Rob Romanek, Raymond Joseph, and Dylan McDowell**

**Class: Spatial Justice Seminar (LA 407/507)**

Using GIS analysis and case study research, students made recommendations on how to prioritize parks and recreation funding across the city based on equity considerations.



**WINTER AND SPRING 2024**

# **Boardwalks and Beavers**

**Faculty: Patrick McLaughlin**

**City Partner Leads: Rob Romanek and Aaron Kimsey**

**Class: Portland State University Civil & Environmental Engineering Capstone (PSU CE 484)**

To allow for greater use of Minto-Brown Island Park's floodplain areas while allowing for beaver recovery, Portland State University Engineering students explored the feasibility of developing a quarter-mile long elevated bypass. This boardwalk proposal included design alternatives that could be used to estimate construction costs and potentially secure funding for final design and construction. Student deliverables also included a site plan, project alternative cross sections, and a matrix differentiating alternatives based on key criteria such as capital cost, maintenance cost, environmental impacts, and user experience.



**SPRING 2024**

# **Equity-Centered Park Assets Condition Assessment**

**Faculty: Ellee Stapleton**

**City Partner Leads: Robert Romanek, Raymond Joseph, and Courtney Knox Busch**

**Class: Equitable Urban Parks (LA 407/507)**

Students supported the city's park planning efforts by developing and testing methods for assessing the condition, performance, and user experience of Salem's parks. Students considered park service, quality, and classification, and explored how these factors relate to equity. Students also developed and implemented data collection methods to evaluate park conditions and performance.



**SPRING 2024**

# **Safe and Connected Salem: Bicycle Transportation Options**

**Faculty:** Marc Schlossberg

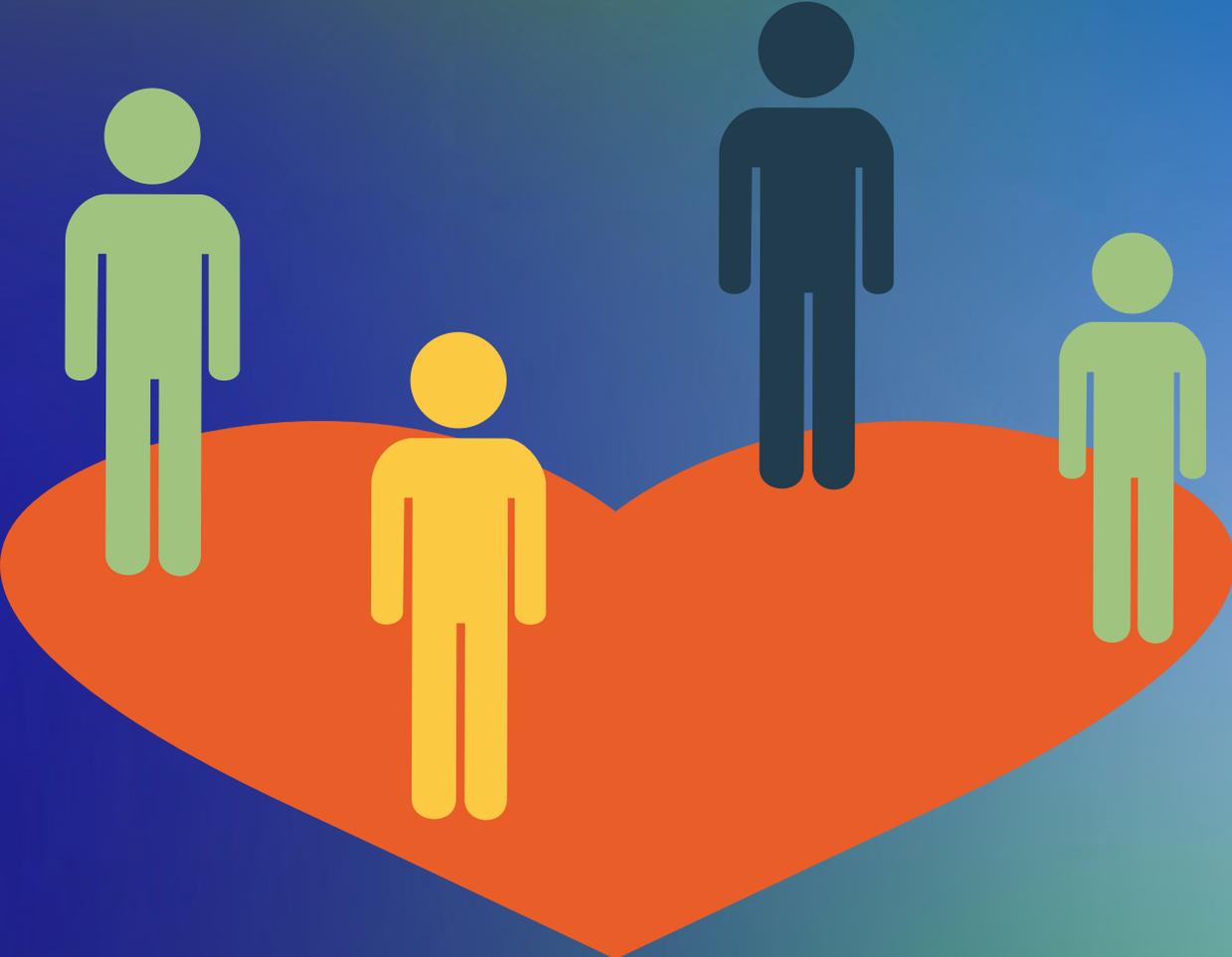
**City Partner Leads:** Julie Hanson, Courtney Knox Busch, Julianah Douglas,  
and Peter Domine

**Community Partners:** Salem Bike Vision, Salem Bicycle Club, Oregon Department of  
Transportation, and Mid-Willamette Valley Council of Governments

**Class:** Topics in Bicycle Transportation (PPPM 438/538)

Students explored various elements involved in planning and advocating for increased utilization of bicycles as a form of urban transportation, focusing on three main areas: 1) Policy and planning; 2) design, safety, and legal issues; and 3) social change. Students worked on different City of Salem-identified projects, including bicycle network mapping and addressing gaps, revitalization and visioning of Edgewater Parkway and Front Street, family-friendly bikeways, perception of “cyclists” and incorporating e-bikes, bicycle storage, and updating the Transportation System Plan.

# Civic Engagement





**FALL 2023**

## **Volunteerism & Civic Engagement – The Next Wave**

**Faculty:** Dean Mundy

**City Partner Leads:** Courtney Knox Busch, Amanda Sitter, Marilyn Daily, Nicole Miller, and Trevor Smith

**Class:** Strategic Planning & Cases (J 453)

Salem relies on diverse volunteers, from the mayor and city council to volunteer boards and commissions. Journalism students helped the city identify what the “next wave” of volunteers will look like and recommended engagement strategies for targeted publics that included the Hispanic community, young families, GenZ, and youth volunteers.

# IDLE DOWN CLEAN UP THE TOWN

FALL 2023

## **Climate Action Public Relations Campaign – Reduce Idling**

**Faculty:** Attila Schillinger

**City Partner Leads:** Courtney Knox Busch, Heather Dimke, and Julianah Douglas

**Class:** Public Relations Campaigns (J 454)

Across three terms, Public Relations capstone students focused on unique public engagement campaigns to educate and create behavior change among Salem residents to reduce greenhouse gas emissions. Students developed a community education campaign focused on “The Lowest Hanging Cherry – Stop Idling.” Students developed positive messaging to stop idling starting with city employees who can lead by example; educating youth, who can help influence their parents/guardians; and spreading awareness on the health risks associated with vehicle idling.



**WINTER 2024**

## **Climate Action Public Relations Campaign – Heat Pumps**

**Faculty: Attila Schillinger**

**City Partner Leads: Julianah Douglas and Courtney Knox Busch**

**Class: Public Relations Campaigns (J 454)**

Across three terms, Public Relations capstone students focused on unique public engagement campaigns to educate and create behavior change among Salem residents to reduce greenhouse gas emissions. Students developed a two-part campaign strategy: 1) storytelling focused on early adopters of heat pumps within the Salem community and using peer-to-peer communication to help educate others on the benefits and 2) overcoming common barriers to heat pump adoption, such as cost, with action-oriented language and relationships with potential partners. To support these strategies, students developed deliverables such as a new website, tabling materials, postcards, event invitation flyers, yard signs, stickers, news segments, and social media content.



**WINTER 2024**

# **The Digital Divide and the Future of Civic Engagement**

**Faculty: Andrew DeVigal**

**City Partner Leads: Laurie Shaw Casarez and Courtney Knox Busch**

**Class: Engaged Journalism (J 463/563)**

The class collaborated with Salem city staff, schools, community-based organizations, and local media to co-design and implement a survey of Spanish speaking youth. Based on the premise that a well-informed public is essential for a functioning democracy, the project aspires to continue being a conduit for community-driven solutions and broad participation.



**WINTER AND SPRING 2024**

## **Parks Foundation Strategic Planning**

**Faculty: Dyana Mason and Elena Fracchia**

**City Partner Lead: Courtney Knox Busch**

**Salem Parks Foundation Lead: Carol Snyder**

**Class: Nonprofit Management Consultancy (PPPM 620)**

The Salem Parks Foundation sought help with board development to include greater representation of diverse groups that more fully reflect the Salem community. Project deliverables focused on a board assessment and diversity plan, best practice review, and strategic planning with a timeline for implementation.



**SPRING 2024**

# **Climate Action Public Relations Campaign – Active Transportation**

**Faculty: Attila Schillinger**

**City Partner Leads: Julianah Douglas and Courtney Knox Busch**

**Class: Public Relations Campaigns (J 454)**

Across three terms, Public Relations capstone students focused on unique public engagement campaigns to educate and create behavior change among Salem residents to reduce greenhouse gas emissions. Students created a framework centered around behavior change to encouraging active transportation. The class leveraged work from the Safe and Connected Salem Bicycle Transportation projects to positively encourage the Salem community to utilize alternative forms of transportation, including walking, biking, and transit.

# Public Policy





**FALL 2023**

# **City Operations Fee Evaluation**

**Faculty: Rebecca Lewis**

**City Partner Leads: Josh Eggleston, Alicia Blalock, and Courtney Knox Busch**

**Class: Public Budgeting (PPPM 629)**

The City of Salem wanted to examine how to assess and collect its operations fee equitably and efficiently. Students considered balance among user groups (commercial, industrial, institutional, public, residential) and within residential types (single family, multi-family). Initial findings suggest that the City consider charging commercial businesses based on Car Trips per Day or Business Traits and residential properties based on Home Size or Trip Generation since these approaches best fulfill the criteria of equity, administrative efficiency, and productivity.



**WINTER 2024**

## **Electric Vehicle Charging**

**Faculty:** Alex Li

**City Partner Leads:** Julianah Douglas and Courtney Knox Busch

**Class:** Transportation Policy (PPPM 410/510)

Students made recommendations on how Salem might incentivize electric vehicles; how to equitably locate EV charging stations based on GIS analysis, and how EVs are addressed in selected large city climate action plans, and how that might be helpful information for Salem.



**WINTER 2024**

## **City Facilities Solar**

**Faculty: Andrew Russo**

**City Partner Leads: Julianah Douglas, Rob Romanek, and Courtney Knox Busch**

**Class: Green Cities II (PPPM 445)**

The course evaluated the feasibility of installing solar panels within Geer Park. Students offered insights and recommendations with a focus on policy considerations, neighborhood inclusion and trust building, cost analysis, and a comparative study with similar projects across the United States.

**What Does A City  
for All Ages  
Look Like To You?**



**SPRING 2024**

## **Age Friendly Communities**

**Faculty:** Alex Li

**City Partner Leads:** Marilyn Daily and Courtney Knox Busch

**Class:** Planning for All Ages (PPPM 407/507)

Students conducted case studies to help Center 50+, the City's largest senior center, advance their aging-related services and activities with a specific focus on current priorities—transportation, housing, and interagency collaboration.

# Parting Thoughts

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The journey between SCYP and the city of Salem included many firsts—the first repeat partner in SCYP’s fifteen-year history, five new SCYP faculty focused on Salem, four courses never taught before including a collaborative effort between UO Architecture and Oregon State University Wood Science and Engineering students focused on Salem’s Highland Park, and participation from 12 different city departments. The year led to new discoveries for students, faculty, city staff, and city stakeholders. This journey of collaboration and creative problem-solving resulted in practical, strategic, and visionary tools; designs; and policy recommendations on the city’s priority topics, all of which we hope Salem and its partners will use today as well as in the future as the City responds and adapts to the challenges ahead.

