



CITY MANAGER'S OFFICE

555 Liberty St SE / Room 220 • Salem, OR 97301-3503 • (503) 588-6255 • Fax (503) 588-6354

January 29, 2010

Mr. Nick Fleury
Program Manager
Sustainable Cities Initiative
204 Pacific Hall
1206 University of Oregon
Eugene, OR 97403-1206

Dear Nick:

I am pleased to submit this letter of interest and enclosed project description for consideration by the faculty of the University of Oregon Sustainable Cities Initiative.

Ranging from innovative development strategies within market and site constraints to developing community sustainability measures for bicycle facilities and energy efficiency to identifying strategies for municipalities to plan for future government space and park needs in an era of tight fiscal constraints, these projects represent critical issues for our community and the breadth of issues facing cities in Oregon and throughout the nation.

The enclosed project proposals are organized to include a brief project statement, a set of possible tasks to achieve the desired outcome, key issues or context to consider as the project moves forward, an identification of staff resources internal to the City of Salem and a potential funding source for the City's portion of support to the project, a list of possible partnerships which may be required to yield the desired outcome, and a primary contact for the City of Salem.

As you'll note in your review of the projects, many of these initiatives align with our City Council's goals for 2010 and will likely involve some type of presentation, work session or report to Council. Each of these projects offers invaluable "real world" experience for the students, giving them insight into community and political dynamics, which may translate into future employment.

If selected, students and faculty will have access to staff support from the highest levels of our organization to the expertise and wealth of experience resident in our line staff with whom the responsibility for implementing each project's outcome rests.

We are enthusiastic about the opportunity to partner with the faculty and students in this learning endeavor and believe the high quality assistance offered through the University of Oregon's Sustainable Cities Initiative can serve as an immeasurable resource to us as we strive

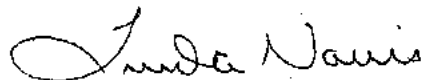
EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

Women, minorities, and disabled are encouraged to apply • ADA Accommodations will be provided upon request

to create Salem's best future. As a result of these projects and partnerships, our community stands to benefit greatly.

We look forward to further collaborating with you.

Sincerely,



Linda Norris
City Manager
City of Salem

Enclosures:

Project Proposals

1. North Downtown Waterfront Redevelopment
2. Civic Center Space Needs, Energy Efficiency and Safety
3. Managing Downtown Parking Through Redevelopment
4. Integrating Waterfront Block Development with Riverfront Park
5. Redeveloping Area South of Mission
6. Restoration of Minto Island Area
7. Annexing to the UGB
8. Orchard Village Green Community Integration
- Projects with a Potential Citywide Impact*
9. Piloting Energy Efficiency Infrastructure
10. Measuring Benefit of Bike Facilities
11. Inventory of Community-Wide Energy Data
12. Civic Engagement Strategy
13. Parking Standards in Redevelopment Areas
14. Licensing Group Homes
15. Phasing Park Development

Appendices:

- A. Preliminary List of Potential Projects
- B. Map of Salem, Proposed Projects
- C. City of Salem Organizational Chart

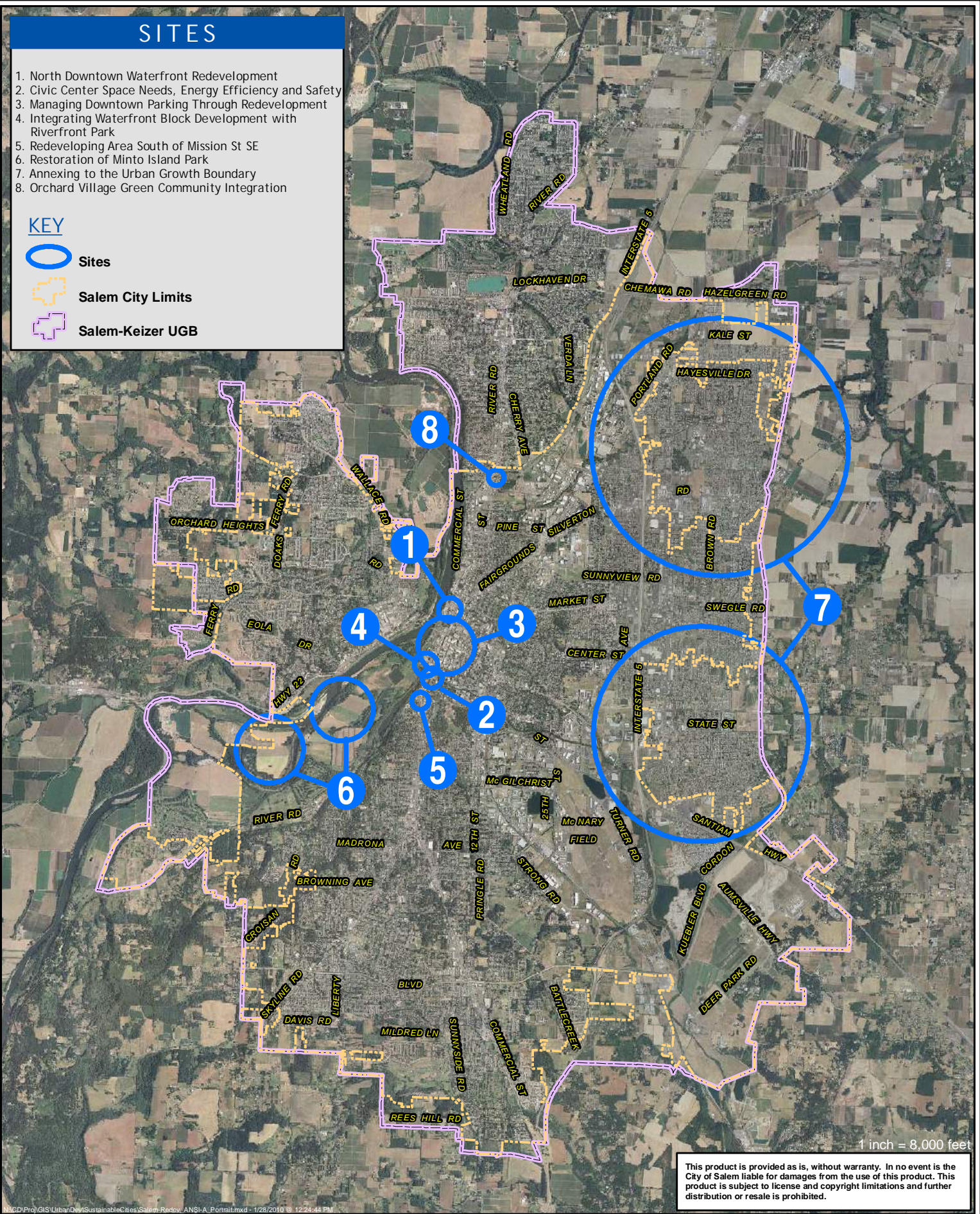


SITES

1. North Downtown Waterfront Redevelopment
2. Civic Center Space Needs, Energy Efficiency and Safety
3. Managing Downtown Parking Through Redevelopment
4. Integrating Waterfront Block Development with Riverfront Park
5. Redeveloping Area South of Mission St SE
6. Restoration of Minto Island Park
7. Annexing to the Urban Growth Boundary
8. Orchard Village Green Community Integration

KEY

- Sites
- Salem City Limits
- Salem-Keizer UGB



1 inch = 8,000 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

North Downtown Waterfront Development

Project Statement

Develop a comprehensive strategy for City and Urban Renewal action to encourage redevelopment of properties in north downtown along the riverfront.

Possible Tasks

- Examine redevelopment scenarios for properties in the area.
- Analyze redevelopment barriers (market, regulatory framework, etc.) for particular opportunity sites:
 - In the industrial area north of the Union Street Railroad Bridge, adjacent to the Willamette River, including Stevens Manufacturing, Keith Brown, etc. Depending on the property configuration, this area is approximately six to seven acres.
 - In a four to five acre area currently used for vehicle sales of north downtown, between Commercial and Liberty Streets.

Key Issues to Consider

- In north industrial area:
 - Riverfront mixed use zoning
 - Properties are bound by Willamette River and Front Street; at-grade rail supports existing industrial use and runs down the middle of Front Street
- In area between Commercial and Liberty Streets:
 - General retail/office core district zoning
- Both areas are in Riverfront Downtown Urban Renewal Area, creating opportunities for funding acquisition of opportunity sites or infrastructure necessary to support redevelopment
- On February 8, the Urban Renewal Agency will consider funding improvements to water infrastructure to support future redevelopment in both areas
- Majority of vehicular travel on Front Street occurs during morning and afternoon peak traffic periods as drivers avoid more heavily traveled Salem Parkway. The area is not currently a destination or supported by business aside from those in the industrial category
- Surrounding industrial uses could limit type of development; potential flooding issues in area
- 2010 Council Goals:
 - Identify locations for opportunity purchase in the core area and provide incentives to develop workforce housing.
 - Identify sites, including brownfield sites, and assemble properties for redevelopment with guidance of a redevelopment plan in urban renewal areas.

Resources

- Urban Development (Urban Renewal, Real Estate)
- Community Development (Planning)
- Public Works (Transportation, Infrastructure Planning)

Potential Funding Source: urban renewal

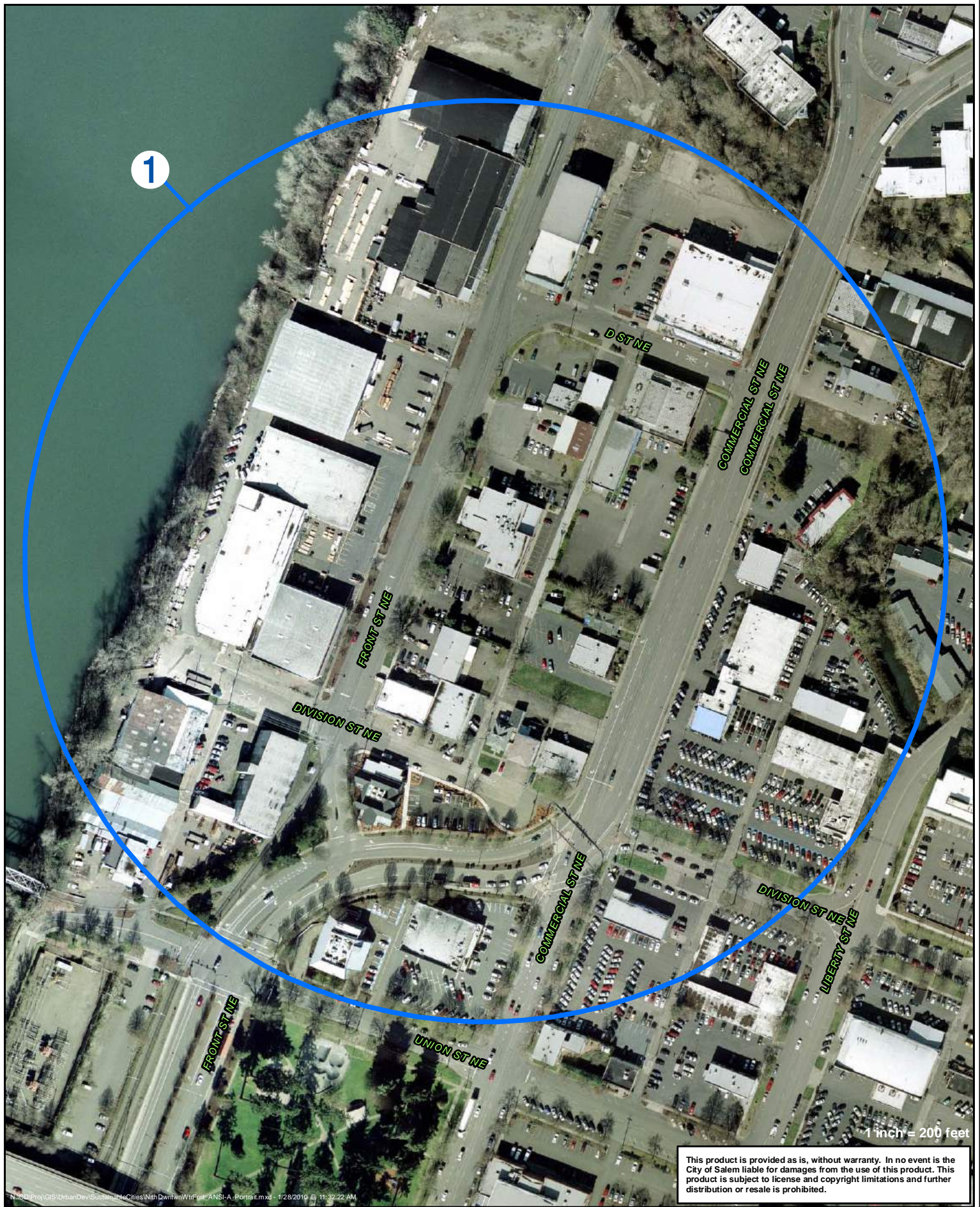
Potential Partnership Opportunities

- Property owners, potential developers
- Portland and Western Railroad, ODOT Rail

- Downtown Advisory Board

Primary City Contact

- Rick Scott, Urban Development Department Director



1

1 inch = 200 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

Civic Center Space Needs, Energy Efficiency and Safety

Project Statement

Develop standards for space needs analysis, service levels, metrics for space use efficiency and cost. Review existing facilities and make recommendations regarding modifications or replacement.

Possible Tasks

- Examine City functions and possible reconfiguration of the space for better City use and interaction with the public. Does it make sense for some government facilities to be integrated into mixed use buildings? This may include an examination of other properties in the City's portfolio.
- Determine whether improvements to the current City Hall building envelope for energy efficiency and safety (to meet seismic standards) can be accomplished. Estimate cost of projects.
- Suggest policies regarding standards for space conditions, maintenance, density, occupied hours/square foot, etc.

Key Issues to Consider

- The City is currently exploring the possibility of seeking voter approval for a bond measure to fund design and construction of a new community policing facility which will be home to the Police Department. Pursuing a bond measure for a new police facility for the November 2010 ballot is a 2010 Council goal. Should this project move forward, much of City Hall's first floor will be available for programming.
- Some City departments and several City functions are located off-site due to space constraints at City Hall. Over the course of a year, significant time is lost due to travel to and from City Hall to support needed collaboration between departments.
- The City of Salem received an Energy Efficiency and Conservation Block Grant award from the US Department of Energy. Of the \$1.5M award expected in Spring 2010, 80% will be allocated to pursue a discrete set of energy efficiency projects in municipal facilities and 20% will support projects defined in the Community Energy Strategy. The grant requests that energy savings realized over time be redeployed to support future energy efficiency projects at municipal facilities.
- 2010 Council Goals:
 - Complete asset management program to include an assessment and prioritization of improvements for all City facilities
 - Implement and fund the deferred maintenance plan for city-owned facilities.

Resources

- Information Technology and Facilities Services Department; Urban Development (Real Estate)
- *Civic Center Departments/Functions*: Police, City Manager's Office, Public Works, Legal and Court, Finance, Human Resources, Finance, Community Development, Contracts and Procurement,

Potential Funding Source: General Fund.

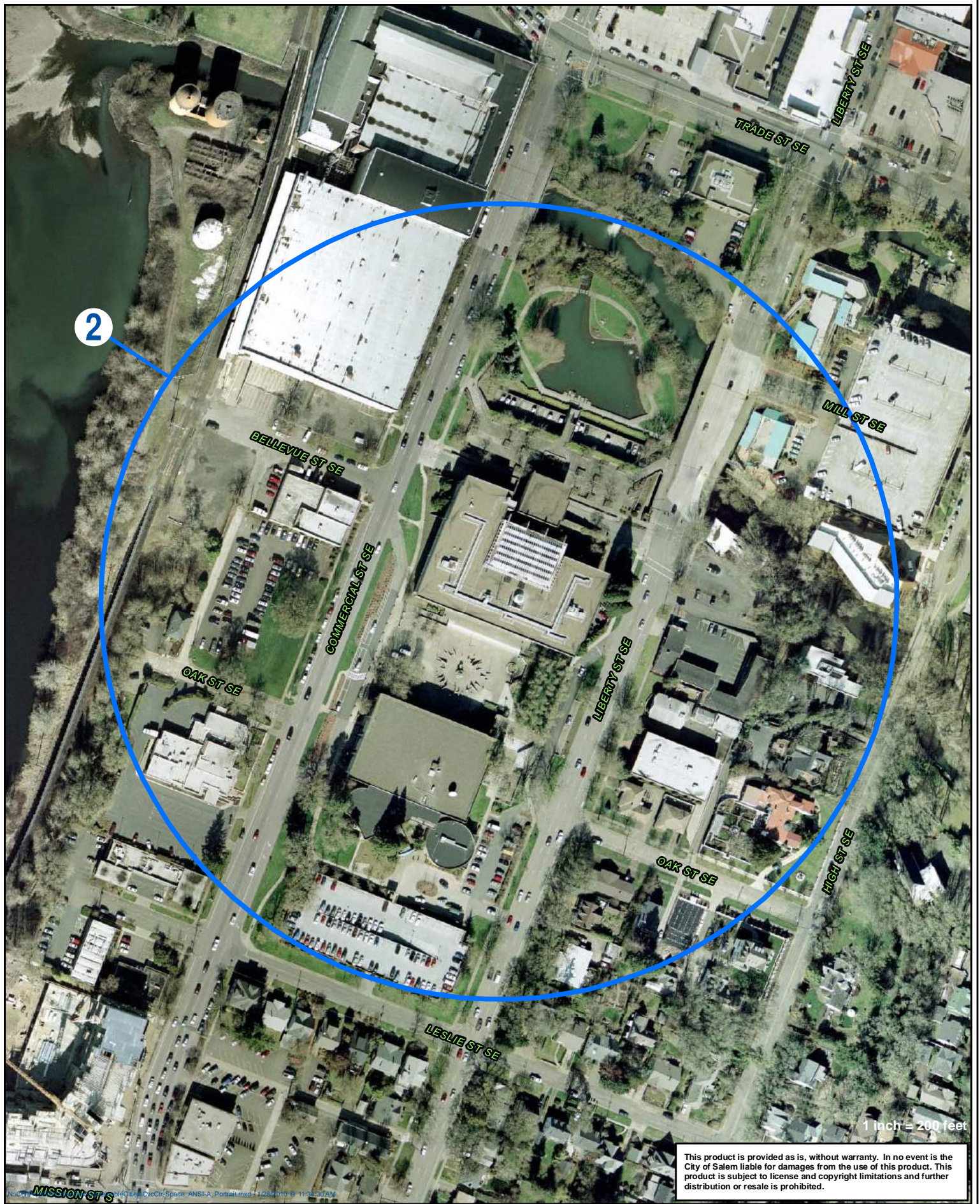
Potential Partnership Opportunities

- Western Oregon University
- Chemeketa Community College
- Willamette University
- Marion County
- Energy Trust of Oregon
- Oregon Department of Energy

- AIA
- PGE
- Salem Electric
- SEDCOR
- City of Portland
- Solar providers
- Energy services companies
- Heating/cooling districts

Primary City Contact

Ida Salazar, Information Technology and Facilities Services Director



2

1 inch = 200 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

Managing Downtown Parking Through Redevelopment

Project Statement

Develop a parking management strategy to support long-term redevelopment goals and transportation oriented development of downtown.

Possible Tasks

- Determine possible development scenarios for downtown.
- Identify parking requirements for each scenario and the possible need or demand generated by each scenario. Use existing parking data and studies to better understand and assess current situation. Identify possible costs for parking required/demand generated and ability of current market to support demand.
- Develop strategies for supporting the parking demand generated by the redevelopment scenarios. Who should provide parking to support desired redevelopment? What should the City's role be?
- Propose revisions to code, if necessary, to support the strategy and meet the demand created.

Key Issues to Consider

- The Downtown Advisory Board is initiating a Strategic Action Plan to develop tools for the DAB to determine how best to leverage tax increment financing resources to impact the future of downtown. It is expected this Plan will result in better informed decision making for the DAB as it recommends projects to the Agency Board for funding consideration. One of the consultant tasks will be to develop a visual representation of development and uses which may occur given the current zoning.
- The issue of parking in the downtown has historically been polarizing. It is usually tackled as a separate issue, without benefit or informed by a larger vision for redevelopment of downtown or relationship to Transit.
- Customer parking is provided for free on street and in 30 year-old parking structures. As a result, over time, operating costs have exceeded revenue generated from employee-paid permit fees designed to support Parking District.
- Commercial rental rates are not sufficient to pay for the cost to include parking as an element of the new construction. As a result, developers look to City/Urban Renewal Agency as a source of subsidy for parking or determine not to proceed with new development.
- Dependency on automobile as mode of transportation and resistance to alternative modes: historical resistance by downtown property owners/merchants to change parking options(exhibited in recent move to two hour time limits and outcry regarding discussions of on-street paid parking); two failed bond measures have resulted in Transit service reductions
- Growing downtown residential market has created demand for residential parking; existing residential areas on the periphery of downtown core experience parking conflicts with employees and visitors given proximity to State Capitol.
- 2010 Council Goal:
 - Identify and assess new strategies to improve parking in the downtown area, which may include management strategies and new parking garages.

Resources

- Urban Development (Urban Renewal, Downtown Revitalization, Parking)
- Community Development (Planning)
- Public Works (Transportation)

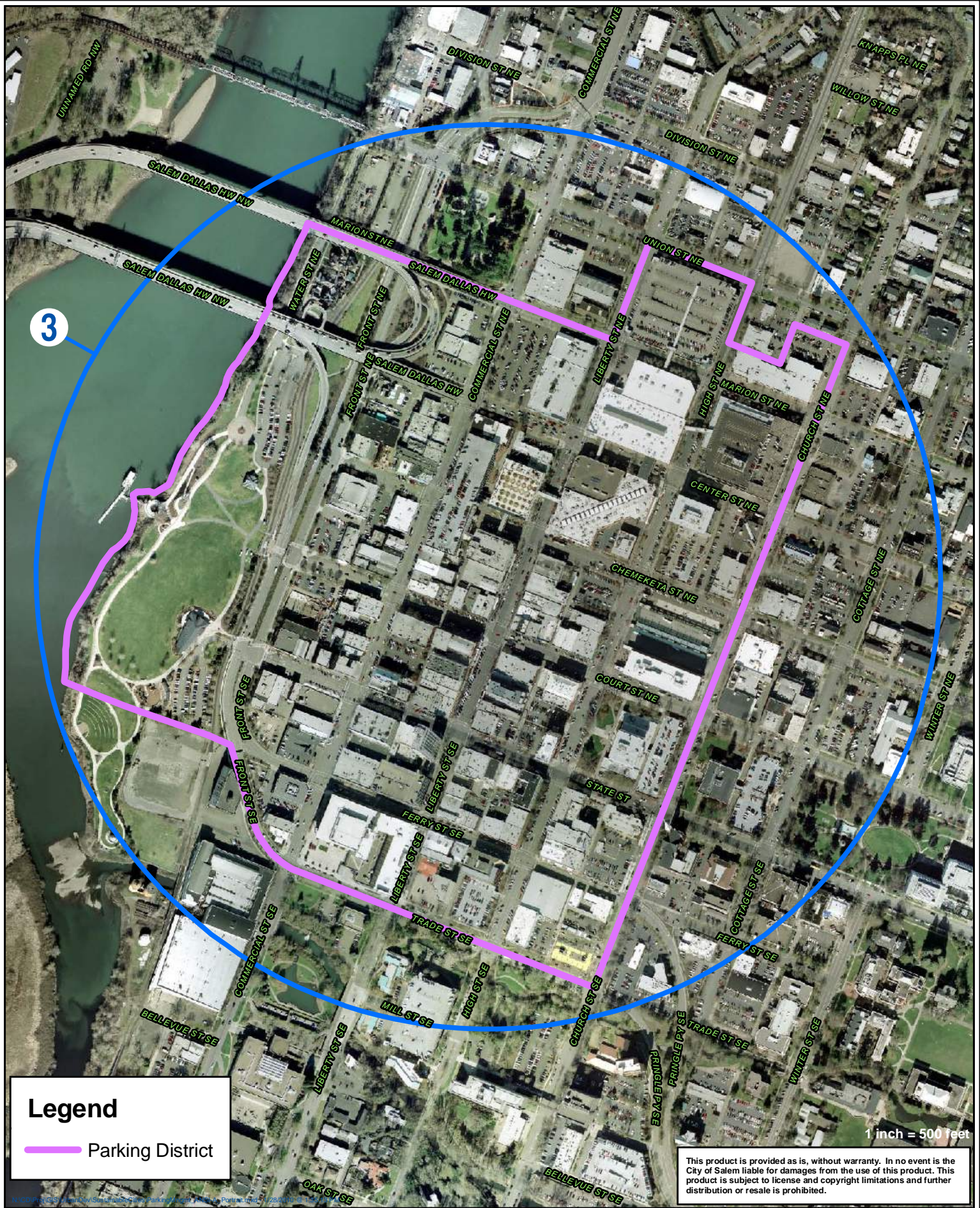
Potential Funding Source: urban renewal

Potential Partnership Opportunities

- Salem Keizer Transit
- State of Oregon, DAS
- Go Downtown Salem
- CAN-DO, Grant, SCAN Neighborhood Associations

Primary City Contact

Rick Scott, Urban Development Department Director



3

Legend

 Parking District

1 inch = 500 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

Integrating Waterfront Block Development with Riverfront Park

Project Statement

Look at opportunities for integrating the proposed development of the 3.79 acre “Waterfront Block” of the former Boise Cascade site, currently owned by Pringle LLC, with Riverfront Park. Solutions should be financially feasible for the development team and would likely include commercial use for park-supportive uses such as small restaurant or rental of water crafts.

Possible Tasks

- Develop and analyze alternatives for the design and placement of building(s) on the south waterfront block to visually complement the park, recognize and respond to the site’s proximity to the Willamette River and the Willamette River Greenway, and enhance views to the site from both the downtown and from across the Willamette River. Potential alternatives should address the programmatic needs of the development established by the development team, conform to Salem Revised Code standards, and make recommendations as to appropriate building height and massing, building articulation, and materials.
- Develop and analyze alternatives for access and circulation through the site to establish a primary entrance or gateway to the development and the Park, promote pedestrian access to the Park and Pringle Creek, provide primary vehicular access to the Park through the site, and accommodate the parking needs of both the future development and the additional parking needs of the park.
- Develop and analyze alternatives for establishment of an appropriate mix of uses for the site, particularly at the ground floor level, that will complement, be compatible with, and contribute to use and activity in the park. Potential alternatives should be based upon demonstration of market demand, take into consideration the intent of the development team, and recommend design strategies for visually integrating the physical space associated with those uses to the park.

Key Issues to Consider

- South Waterfront Mixed Use Zone speaks to integration with Park, view corridors to the River, public access and connections to Pringle Creek and the River.
- There is a 3.79 acre parcel separated from the remainder of the 13 acre former Boise Cascade mill site by an active railroad line. The developer intent for the 3.79 acre parcel is high density residential within six years, contingent on the market. Riverfront Park shares the western boundary of the parcel and the public parking lot supporting the park and Carousel is on the northern boundary of the parcel. The 3.79 acre parcel is in the South Waterfront Urban Renewal Area.
- The City has agreed with ODOT Rail and the development team to close the existing State Street access to the park and Carousel and create a new access to serve both the private development and the public uses which will cross the 3.79acre parcel in some way and include 30 additional parking spaces for the public uses.

Resources

- Urban Development (Urban Renewal)
- Community Development (Planning)
- Public Works (Parks)

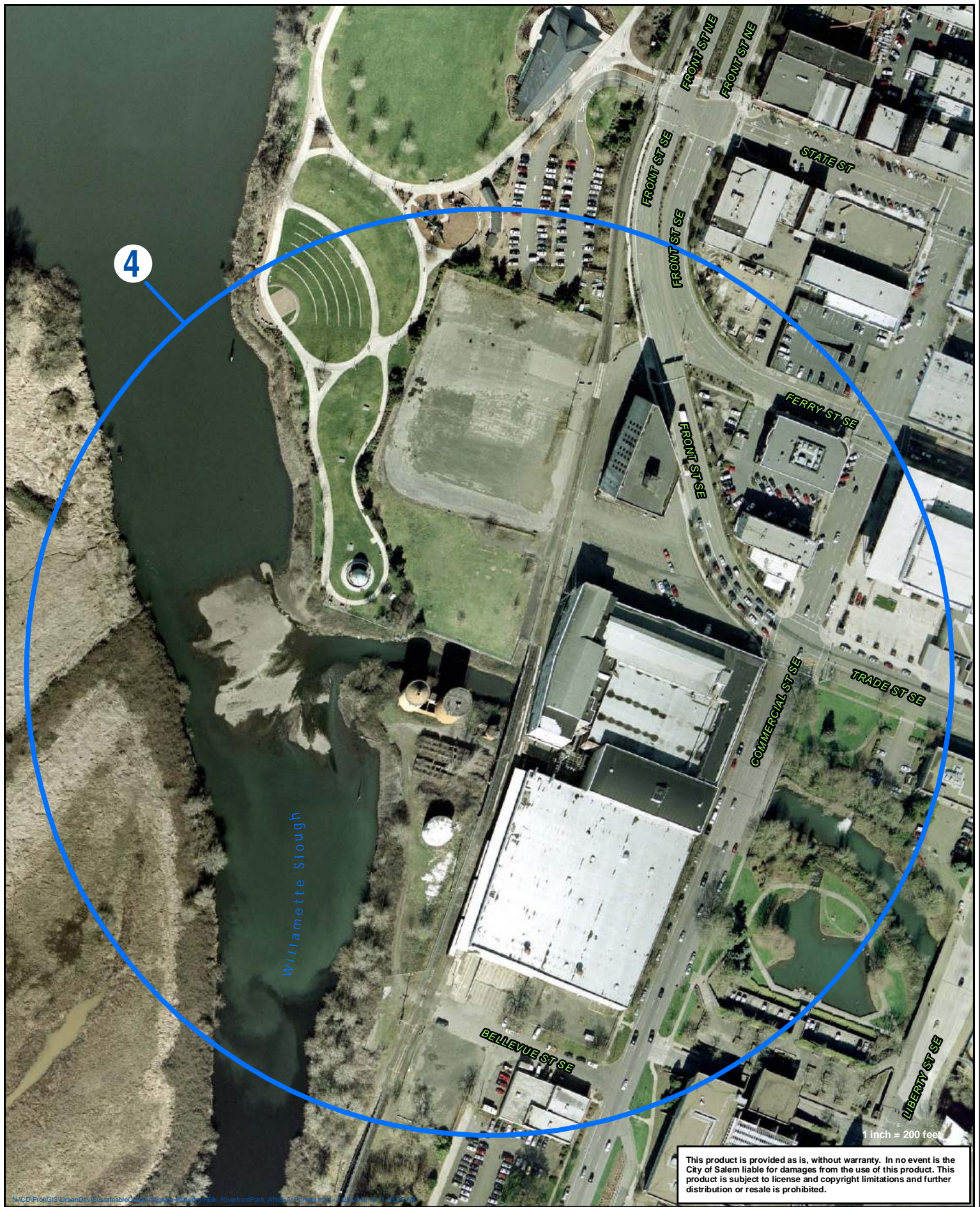
Potential Funding Source: urban renewal

Potential Partnership Opportunities

- Pringle LLC, the developer
- Downtown Advisory Board
- Salem Parks and Recreation Advisory Board

Primary City Contact

Vickie Hardin Woods, Community Development Department Director



4

1 inch = 200 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

Redeveloping Area South of Mission

Project Statement

Examine the opportunities for redevelopment of the South Waterfront Urban Renewal Area south of Mission.

Possible Tasks

- Identify opportunity sites for possible acquisition and develop design concepts within site constraints.
- Analyze redevelopment barriers (market, regulatory framework, etc.) for opportunity sites and recommend appropriate strategy.

Key Issues to Consider

- This area is in the South Waterfront Urban Renewal Area (URA). The URA allows for funding of improvements to the streetscape and bike lanes along Commercial Street to the area south of Mission, low interest loans and/or grants for property redevelopment, and assistance with environmental remediation or LEED certification. These projects were intended to help create a synergy between the downtown and the development proposed for the former Boise site, extending the look and feel of the streetscape to the area south of Mission.
- From Mission to Owens, Commercial Street narrows and the public right of way is more constrained.
- When the URA was developed, the property owners and businesses in the area south of Mission were concerned about the impact of the URA and sought assurances that they, too, would benefit from it.
-
- The area south of Mission is inside the South Waterfront URA and adjacent to two other urban renewal areas: the Riverfront-Downtown URA and Pringle URA. In addition, this area is in close proximity to two of Salem's project proposals: Salem's Civic Center facility and the redevelopment opportunity at the former Boise Cascade site and Riverfront Park.
- A significant portion of property in the area is held in one ownership.
- 2010 Council Goal:
 - Identify sites, including brownfield sites, and assemble properties for redevelopment with guidance of a redevelopment plan in urban renewal areas.

Resources

- Urban Development (Urban Renewal)
- Community Development (Planning)
- Public Works (Transportation)

Potential Funding Source: urban renewal

Potential Partnership Opportunities

- Pringle LLC, the developer
- Property and business owners in area south of Mission

Primary City Contact

Rick Scott, Urban Development Department Director



1 inch = 200 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

Restoration of Minto Brown Island Area

Project Statement

Identify projects to help restore Minto Brown Island to a more natural state, in the context of other Willamette River projects.

Possible Tasks

- Analyze opportunities and hurdles for re-instating fish habitat in the slough on Minto Brown Island.
- Analyze recreational and enhancement opportunities with funding scenarios on both sides of the Willamette starting from south of the Minto Brown Island city limits to the pedestrian bridge in the north.

Key Issues to Consider

- Minto-Brown Park is an 898-acre park located in South Salem along the west side of River Road South. It currently includes 286 acres of cropland, almost 486 acres of recreational and natural areas, and 97 acres for other uses. The Park includes more than eight miles of trails, a pavilion, a picnic area, a dog park, restrooms, and parking lots for visitors.
- The City of Salem entered into an easement agreement with U.S. Department of Agriculture's Natural Resources Conservation Service (NRCS) to remove approximately 198.5 acres of cropland from agricultural use. The NRCS will pay to restore the easement area to a natural native condition and maintain the new plantings for three years.
- As part of this project, trail connections have been identified and the area will be opened to passive recreation. Construction in the conservation easement is restricted.
- The City has plans to construct a pedestrian and bicycle bridge from Riverfront Park to Minto Island; repair a failing boat ramp on the west side of the River.
- The Urban Land Institute set forth a vision for the former Boise Cascade property holdings in downtown and the 310 acres on Minto Island directly across the Willamette River Slough from downtown. Salem's Vision 2020 sets goals for enhancing the City's assets in and around downtown, including the community's waterways. It will also be important to consider Willamette Greenway issues.

Resources

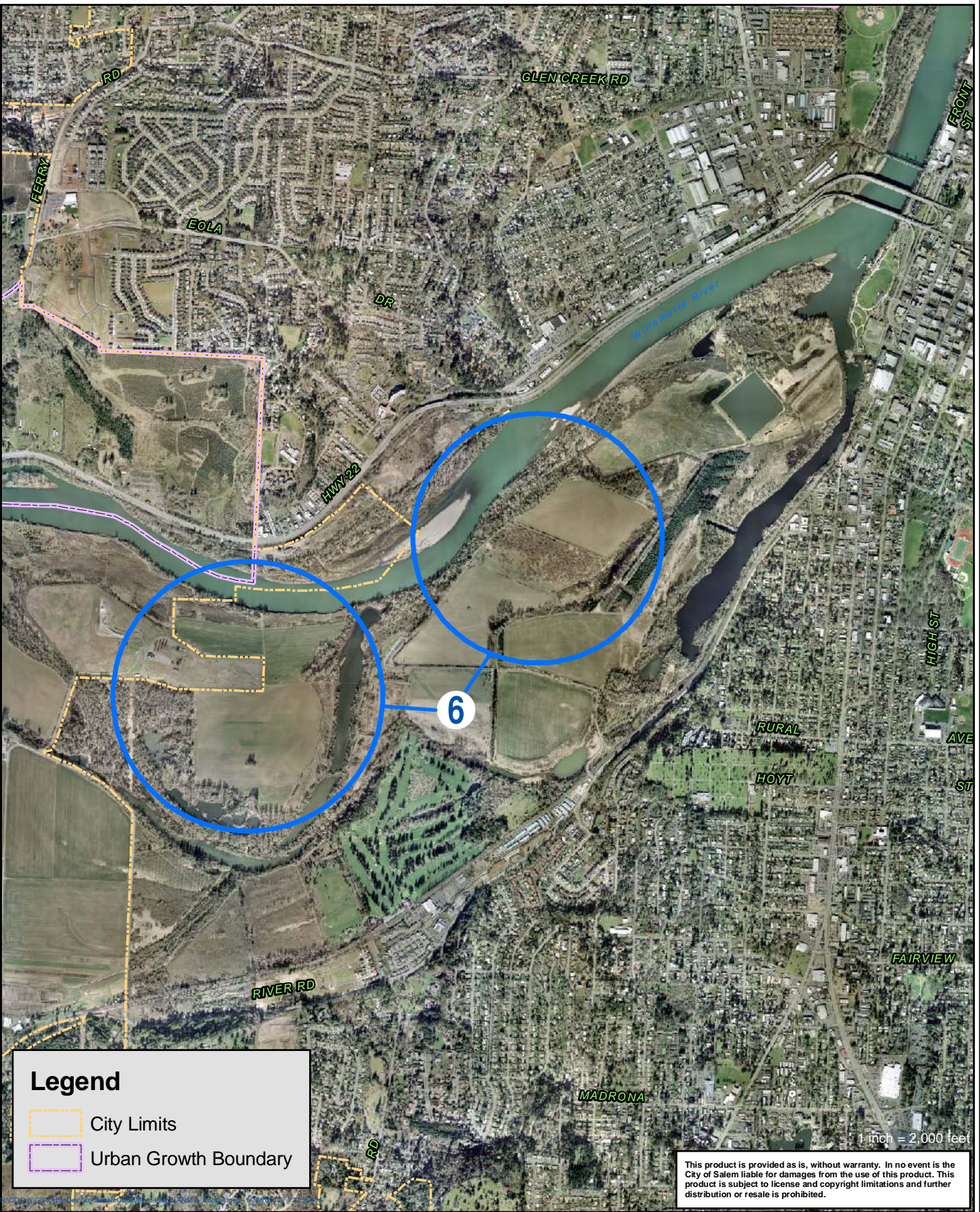
- Public Works (Water Resources, Parks)

Potential Partnership Opportunities

- NRCS
- Oregon Watershed Enhancement Board
- Oregon Parks and Recreation Department
- Salem Parks and Recreation Advisory Board
- Salem Area Watershed Councils

Primary City Contact

Peter Fernandez, Public Works Department Director



Legend

- City Limits
- Urban Growth Boundary

1 inch = 2,000 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

Annexing to the UGB

Project Statement

Analyze the financial and service planning impacts of annexing to the urban growth boundary (UGB) to the east side of Salem.

Possible Tasks

- Review and update the ECO Northwest Fiscal model.
- Interview key agencies and individuals to gather information regarding current level of service for transportation, sewer, water, stormwater, public safety, and parks.

Key Issues to Consider

- Test the assumption that Salem and Marion County would be better served if the areas currently urbanized and outside the City were annexed. Would the net fiscal impact to the City and County be positive?
- In recent years, the Council has undertaken a fairly aggressive annexation strategy to bring more properties the City provides service to inside its UGB.
- 2010 Council Goal:
 - Annex to the Urban Growth Boundary:
 - Develop a plan to implement non-remonstrance agreements.
 - Determine the impact of including unincorporated areas along eastside of Salem.
 - Develop incentives for areas to be annexed (e.g. focus additional taxes to serve areas annexed, if possible)

Resources

- Community Development (Planning)
- Public Works (Transportation, Utilities, Parks)
- Administrative Services (Finance)
- City Manager's Office

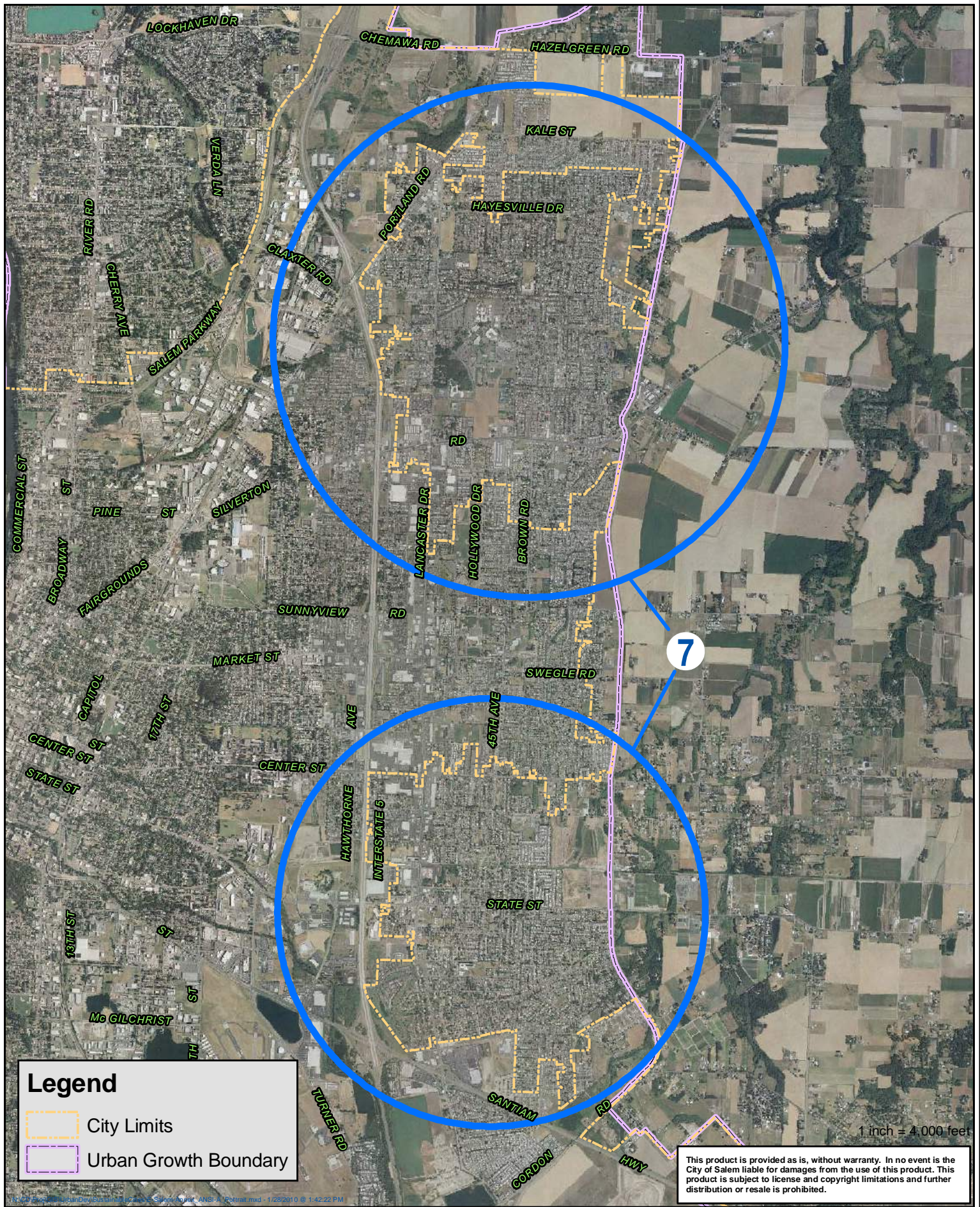
Potential Funding Source: General Fund

Potential Partnership Opportunities

- State of Oregon Department of Land, Conservation and Development
- Marion County
- Turner
- Special Service Districts

Primary City Contact

Vickie Hardin Woods, Community Development Department Director



Orchard Village Green Community Integration

Project Statement

Undertake a comprehensive planning and design effort for the environmentally friendly reuse and redevelopment of a former public housing site while integrating a green and sustainable storm water management system that connects the new redevelopment site with an adjacent 120 unit Housing Authority owned Parkway Apartments.

Possible Tasks

- Lead pre-development planning to create project vision, use elements, building massing and site design
- Research, identify and incorporate sustainable development elements that optimize the site use, optimize energy use, protects and conserves water, incorporates environmentally preferable products, enhances indoor environmental quality and optimizes operations and maintenance practices.
- Envision and design an integrated storm water management system that merges the new site with the adjacent existing 120 housing project

Key Issues to Consider

- How to create a comprehensive visioning process that is grounded in innovation as a baseline project value.
- Linkage of public system innovation and sustainability balanced with current development policies and standards in the City—what is the opportunity for innovation and what must change to implement baseline project vision?
- Identify the range of project elements that can create interconnectedness and integration between infill development and existing affordable housing complex.
- Creating a valuable community participation process that generates a shared vision and balances community interests with market driven realities, i.e. density, mixed-income, financial feasibility, neighborhood compatibility.

Resources

- Urban Development (Salem Housing Authority)
- Community Development (Planning)
- Public Works (Infrastructure Planning, Water Resources Section, storm water management)

Potential Funding Source: Federal HUD redevelopment funds

Potential Partnership Opportunities

- City of Salem Community Development/Planning
- Oregon Department of Building Codes
- Oregon Housing and Community Services
- Oregon Sustainability Center/Portland + Oregon Sustainability Institute

Primary City Contact

- Rick Scott, Urban Development Department Director



City of Keizer
City of Salem

8

1 inch = 300 feet

This product is provided as is, without warranty. In no event is the City of Salem liable for damages from the use of this product. This product is subject to license and copyright limitations and further distribution or resale is prohibited.

Piloting Energy Efficient Infrastructure

Project Statement

Pursue City ownership and piloting of energy efficient infrastructure, including at the Salem Renewable Energy and Technology Center (examples include: geothermal, hydro-power, LED or solar street lights, etc.)

Possible Tasks

- Identify a location, partners, and financing mechanism for a pilot "energy district." *Energy district concept assumes a development with enough density to produce its own energy needs and finance construction of energy systems within.*
- Conduct inventory of sites for piloting energy efficient or renewable infrastructure; recommend applications with greatest benefit and feasibility

Key Issues to Consider

- The City of Salem received an Energy Efficiency and Conservation Block Grant award from the US Department of Energy. Of the \$1.5M award expected in Spring 2010, 80% will be allocated to pursue a discrete set of energy efficiency projects in municipal facilities and 20% will support immediate short-term projects defined in the Community Energy Strategy: Partnering to Create the Nation's Most Sustainable Capital City.
- As part of its outreach to the community in developing the Community Energy Strategy, Salem held a forum inviting input in developing a list of project proposals for the Strategy. This is one of the ideas generated by this outreach. This project was not identified for short-term completion or identified for funding as part of the EECBG grant.
- 2010 Council Goal:
 - Move forward with strategies identified in the Community Energy Strategy.

Resources

- Information Technology and Facilities Services Department
- Urban Development (Economic Development)
- City Manager's Office

Potential Funding Source: General Fund.

Potential Partnership Opportunities

- Community Energy Strategy Technical Working Group partners, including:
 - Salem-Keizer Transit
 - Salem Conference Center/Phoenix Grand Hotel
 - SECDOR
 - State of Oregon, DAS
 - Energy Trust of Oregon
 - Portland General Electric
 - Wildwood/Mahonia Vineyards and Nursery
 - Willamette University
 - SAIF
 - Nathan Good, architect

Primary City Contact

Ida Salazar, Information Technology and Facilities Services Director

Measuring Benefits of Bike Facilities

Project Statement

Develop a tool to measure the benefits (energy savings, greenhouse gas emission reductions, health, etc.) of installing bike facilities on City streets and off road paths. Prepare a strategy for how best to communicate the results with a broad segment of the community (reach beyond bicycle interests).

Possible Tasks

- Analyze and track existing and emerging measurement tools; ensure method/ tool(s) can be accepted/ adopted at local, regional, and national level
- Tool(s) could be used to show benefits of bike lanes/ paths for funding applications, community support of projects, annual reporting on community energy use, carbon emissions, etc.

Key Issues to Consider

- The City of Salem received an Energy Efficiency and Conservation Block Grant award from the US Department of Energy. Of the \$1.5M award expected in Spring 2010, 80% will be allocated to pursue a discrete set of energy efficiency projects in municipal facilities and 20% will support immediate short-term projects defined in the Community Energy Strategy: Partnering to Create the Nation's Most Sustainable Capital City.
- As part of its outreach to the community in developing the Community Energy Strategy, Salem held a forum inviting input in developing a list of project proposals for the Strategy. This is one of the ideas generated by this outreach. One of the goals in the Community Energy Strategy is to "create and support a viable and diverse transportation network that focuses on moving people." To support this goal, the City plans to, with the support of a project development team, implement recommendations identified in the Willamette River Crossing (third bridge) Alternative Modes study to improve access to bicycle, pedestrian and Transit connections. This project was identified for short-term completion and funding as part of the EECBG grant.
- The grant requires the City report on energy savings resulting from its projects in support of the Community Energy Strategy. Currently, however, in the US DOE reporting framework, bicycle projects do not yield an anticipated benefit. The resulting tool to measure benefits of bike facilities will become a part of the City's reporting to US DOE regarding the benefits of these projects.
- The 2010 Council Goals refer to several specific bicycle and pedestrian connection projects.

Resources

- Community Development (Planning)
- Public Works (Transportation)
- Urban Development (Vision 2020)

Potential Funding Source: EECBG

Potential Partnership Opportunities

- Vision 2020 Bicycle and Pedestrian Work Group
- State of Oregon Department of Transportation
- Oregon Parks and Recreation Department
- Bicycle Transportation Alliance

Primary City Contact

Peter Fernandez, Public Works Department Director

Inventory of Communitywide Energy Data

Project Statement

Develop an inventory of community-wide energy data that can be updated/reported on annually and includes energy and water use by sector, energy costs, percentage of renewable, and greenhouse gas emissions.

Possible Tasks

- Conduct research to determine methods applicable on a community wide basis for measuring energy use and sustainability indicators.
- Determine availability of local data.
- Select methodology and collect baseline data.

Key Issues to Consider

- Small inventory exists for energy use by sector; information will need to be expanded to include “sustainability indicators” and may align with community ranking criteria such as SustainLane.org, to track how Salem compares to cities nationally.
- The City of Salem received an Energy Efficiency and Conservation Block Grant award from the US Department of Energy. Of the \$1.5M award expected in Spring 2010, 80% will be allocated to pursue a discrete set of energy efficiency projects in municipal facilities and 20% will support immediate short-term projects defined in the Community Energy Strategy: Partnering to Create the Nation’s Most Sustainable Capital City.
- As part of its outreach to the community in developing the Community Energy Strategy, Salem held a forum inviting input in developing a list of project proposals for the Strategy. This is one of the ideas generated by this outreach. One of the goals in the Community Energy Strategy is to “complete a public participation program which fosters a sense of commitment and awareness of the benefits of energy savings and greenhouse gas reduction community-wide.” To support this goal, the City needs a baseline of data and a method for updating the data on a regular basis to show progress.

Resources

- Community Development (Planning)
- Public Works (Transportation, Parks)
- Urban Development (Economic Development)
- City Manager’s Office

Potential Funding Source: EECBG

Potential Partnership Opportunities

- Community Energy Strategy Technical Working Group partners, including:
 - Salem-Keizer Transit
 - Salem Conference Center/Phoenix Grand Hotel
 - SECDOR
 - State of Oregon, DAS
 - Energy Trust of Oregon
 - Portland General Electric
 - Wildwood/Mahonia Vineyards and Nursery
 - Willamette University
 - SAIF
 - Nathan Good, architect

Primary City Contact

Vickie Hardin Woods, Community Development Department Director

Civic Engagement Strategy

Project Statement

Develop a civic engagement strategy to include new technology, and wider representation and participation in decision making.

Possible Tasks

- Review best practices for procedures and technologies used by municipal governments to communicate with and involve residents.
- Develop recommendations to enhance citizen involvement in the decision-making process.
- Develop specific recommendations to enhance communications with protected populations (Title VI, Limited English Proficiency, ADA, etc.).
- Develop specific recommendations to enhance interactive communications with residents that promote sustainable practices within the community, in support of Community Energy Strategy goal to “create a sense of commitment and awareness of the benefits of energy savings and greenhouse gas reduction community-wide.”

Key Issues to Consider

- In September 2006, City Council formed the Neighborhood Task Force (NTF), seeking recommendations to strengthen neighborhood association participation and involvement. The 15-member task force included representatives from City Council, the Planning Commission, neighborhood associations, and Salem’s Latino community.
 - During 2007 and 2008, City Council adopted 30 recommendations developed by the Task Force. Several recommendations address neighborhood roles and communications issues.
 - Recommendation No. 3 states “Establish citizen involvement plans for all major items coming to Council.”
- Two 2010 City Council Goals relate to this project:
 - Enhance civic engagement and communication to effectively reach all segments of our community and ensure the broadest possible community awareness and representation in decision-making.
 - Develop a communication and outreach strategy that uses new technology and existing effective best practices including the City’s website, podcasts, webinars, and new technologies as communications tools.
- Salem’s population has shifted in recent years. The 2000 census showed that 10.6 percent of Salem residents were of Latino heritage. The Latino population included in Salem’s current 156,995 residents is estimated to between 24 percent and 28 percent. In its 2009 community conversations about budget reductions, the City made a concerted effort to reach this population with some measurable success.

Resources

- City Manager’s Office
- All departments

Potential Funding Source: General Fund

Potential Partnership Opportunities

- Salem-Keizer School District, Marion and Polk Counties, State of Oregon, Willamette University

Primary City Contact

Sean O’Day, Deputy City Manager

Off-Street Parking Standards in Redevelopment Areas

Project Statement

Develop off-street parking standards for redeveloping commercial and/or activity areas.

Possible Tasks

- Transportation Plan and Code Review to review existing plan and policies to identify barriers to achieving desired outcome.
- Inventory of off-street parking spaces and facilities to gain an understanding of the existing parking spaces/facilities capacity.
- Opportunities and Constraints Assessment to identify off-street parking barriers and opportunities.
- Develop and implement a community outreach strategy that addresses who to involve, at what points in the process and through what means.
- Develop and analyze transportation choices which help manage and/or eliminate the demand for additional off-street parking spaces.
- Develop draft off-street parking concepts and standards.

Key Issues to Consider

- West Salem's Edgewater and North Salem's Broadway Districts are priority areas. Flexible parking standards are needed to accommodate the unique parking considerations of each of the commercial/ activity redevelopment areas.
- The increased demand for parking has created a "spill over impact" to adjacent residential neighborhoods. Improving parking efficiency could reduce and/or eliminate spillover parking in adjacent residential neighborhoods.
- Future impact of current climate change legislations such as the Senate Bill 1059: Reduction of Greenhouse Gas Emissions.
- 2010 Council Goal:
 - Upgrade design standards and parking requirements for multifamily housing. (Spaces are too few and too small.)
 - Establish a more flexible and dynamic relationship between parking requirement and market demand for high density areas.

Resources

- Community Development (Planning)
- Urban Development (Urban Renewal, Downtown Revitalization, Parking)
- Public Works (Transportation)

Potential Funding Source: urban renewal

Potential Partnership Opportunities

- Downtown Advisory Board
- Go Downtown Salem
- CAN-DO, Grant, SCAN Neighborhood Associations
- West Salem Redevelopment Advisory Board
- Salem Alliance Church

Primary City Contact: Vickie Hardin Woods, Community Development Department Director

Licensing and Inspection of Group Homes

Project Statement

Prepare a program for licensing and inspection of group homes.

Possible Tasks

- Develop and analyze data regarding the location of group homes.
- Propose a policy for City consideration regarding licensing of group homes; identify areas in code or other regulatory framework which would require modification to support the licensing program.
- Develop inspection program with criteria applicable to small group homes and larger group facilities.

Key Issues to Consider

- 2010 Council Goal:
 - Develop a licensing program (with a small fee) for group homes to identify their location, restrict their quantity in any one geographic area, and make neighbors aware prior to their establishment.
- Current Salem Revised Code/s may conflict with this goal.
- Licensing fees will need to offset the expense of the licensing and inspection program.
- Incorporating existing Salem Housing Code and current building codes with the specialized needs and requirements of group homes and facilities.

Resources

- Community Development (Planning, Compliance Services, Multi-Unit Licensing & Inspection, Building & Safety)
- Urban Development (Housing Authority and Federal Programs)

Potential Funding Source: Licensing fee charged to group home and facility operators.

Potential Partnership Opportunities

- State of Oregon Department of Human Services
- Governor's Economic Revitalization Team

Primary City Contact

Vickie Hardin Woods, Community Development Department Director

Phasing Park Development

Project Statement

Develop a phasing strategy for adaptive re-use of City properties held for future park development.

Possible Tasks

- Analyze each site to determine what types of constraints may exist for future park development at the site (size, topographic, park classification, etc.)
- Develop a park master plan for each undeveloped park property, if one does not currently exist. This involves significant public outreach on what types of amenities are ultimately planned for the park property, generally by park classification modified by site constraints.
- Create a Parks Development Plan that prioritizes funding and construction of undeveloped parks to bring them to a first phase, or predevelopment stage, where parks have been cleared, graded, seeded, and have a minimum number of amenities installed, such as walking/jogging trail, picnic table, etc. to make the park available to the public for passive recreation. Another alternative interim use for a park property would be to use them for community gardens.
- Adopt the Predevelopment concept into the City's Parks System Framework Master Plan and incorporate the Parks Development Plan into the City's 5-year Capital Improvement Program, as funds are identified.

Key Issues to Consider

- The City of Salem currently owns 21 properties for future park development. The properties are scattered throughout the City and range from 1 to 19 acres in size.
- The City would like to make better use of its land holdings in urban areas and begin transitioning these properties to park use. It is unlikely, however, that the City will have funding to construct each park facility to its full master planned development. The strategy may begin with development of trails or community gardens rather than leaving the properties fallow and less enjoyable.
- The Parks Operations Section has been working under considerable budget pressures due to reductions in funding. Additional operating funds need to be identified and secured prior to bringing more park properties into either predevelopment or full development stage.
- 2010 Council Goal:
 - Complete and implement the Parks Master Plan, with the additional construction of at least one park per year for the next two years.

Resources

- Parks and Transportation Services Division of the Public Works Department

Potential Funding Sources: Parks System Development Charges, State and Federal Grants

Potential Partnership Opportunities

- Oregon Parks and Recreation Department
- Salem Parks and Recreation Advisory Board
- Salem Parks Foundation
- Area neighborhood associations

Primary City Contacts

Peter Fernandez, Public Works Director

Mark Bechtel, Parks and Transportation Services Manager

Inter City Circulator Feasibility

Project Statement

Explore the feasibility of City provision of secondary forms of public transportation to support inter city circulation in and around the City Center area.

Possible Tasks

- Develop survey of City Center employees, residents and visitors to determine desire stop locations, routes, time of day for service, and frequency.
- Identify possible routes and project ridership.
- Develop capital financing plan.
- Develop business plan that identifies funding source and projects operating revenue and expenditures.

Key Issues to Consider

- Vision 2020 is a Community-wide effort to help shape City Center's future. City Center is defined more broadly than downtown and includes the Downtown and West Salem business districts, north downtown, south of Bush Park, east of Capitol. In April 2008, following input from more than 3,500 City Center residents, visitors and employees, an Action Plan of 24 project ideas was developed around five broad themes: provide places for people to live and gather; be a vibrant destination; preserve and enhance the historic character; expand options to get about; and improve connections to parks, creeks, and the River. One of the 24 projects identified was "develop a trolley, shuttle or other people-mover with local/regional connections."
- Salem-Keizer Transit piloted a shuttle in support of downtown's First Wednesday evening events in 2008. Ridership was not high enough to merit expansion of the pilot. Transit sited little to no marketing and lack of distinction from existing Transit service provision (it looked too much like a bus) as the primary reason for the pilot's failure. Two failed bond measures have resulted in Transit service reductions.
- Salem-Keizer Transit has sought a Connect Oregon III grant for a downtown circulator to support its service redesign. Transit expects to learn whether or not they are awarded the grant in the fall.
- This project also aligns with the City's Community Energy Strategy goal to "create and support a viable and diverse transportation network that focus on moving people."
- 2010 Council Goal:
 - Pursue a rubber-tire trolley for the downtown area.

Resources

- Public Works (Transportation)
- Urban Development (Downtown Revitalization)

Potential Funding Source: urban renewal

Potential Partnership Opportunities

- Salem-Keizer Transit
- Go Downtown Salem!
- State offices

Primary City Contact

Sean O'Day, Deputy City Manager



Sustainable Cities Year City/Community Proposal

Sustainable Cities Initiative
University of Oregon

1206 U of Oregon
Eugene, OR 97403
t 541.346.3582
f 541.346.3626

sci@uoregon.edu
sci.uoregon.edu

Contact Name: Linda Norris, City Manager

City/Community: City of Salem

Additional Community Partners: (see enclosed project proposals)

Address: 555 Liberty Street SE

City: Salem

State: OR

Zip: 97301

Tel: 503-588-6255

Fax: 503-588-6354

Email: lnorris@cityofsalem.net

Director of Staff: Linda Norris, City Manager

Potential Sustainable Project Areas (please check all that apply):

- | | |
|---|--|
| <input checked="" type="radio"/> Mixed-use development | <input checked="" type="radio"/> Brownfield redevelopment |
| <input checked="" type="radio"/> Multi-modal transportation | <input checked="" type="radio"/> Building retrofit (energy) |
| <input checked="" type="radio"/> Ecosystem building/design | <input checked="" type="radio"/> Green planning |
| <input type="radio"/> Sustainability action plan | <input checked="" type="radio"/> specify: Community benefits of sustainability |
| <input checked="" type="radio"/> Area development plan | <input checked="" type="radio"/> specify: Civic engagement |

Sustainability Project Descriptions (please list at least seven possibilities) – list staff contact name, if known:

Example: Project is expected to produce conceptual design plans on the former CostMart site in the Red Jacket neighborhood. City is interested in mixed-use residential and retail for the area - staff contact: Jane Doe, j.doe@ci.cityname.or.us

| | |
|----|---|
| 1. | North Downtown Waterfront Redevelopment, staff contact: Rick Scott, Urban Development Department Director, rscott@cityofsalem.net |
| 2. | Civic Center Space Needs, Energy Efficiency and Safety, staff contact: Ida Salazar, Information Technology and Facility Services Director, isalazar@cityofsalem.net |
| 3. | Managing Downtown Parking Through Redevelopment, staff contact: Rick Scott, Urban Development Department Director, rscott@cityofsalem.net |
| 4. | Integrating Waterfront Block Development with Riverfront Park, staff contact: Vicki |

| | |
|-----|--|
| 5. | Redeveloping the Area South of Mission, staff contact: Rick Scott, Urban Development Department Director, rscott@cityofsalem.net |
| 6. | Restoration of Minto Island Area, staff contact: Peter Fernandez, Public Works Department Director, pfernandez@cityofsalem.net |
| 7. | Annexing to the Urban Growth Boundary, staff contact: Vickie Hardin Woods, Community Development Department Director, vwoods@cityofsalem.net |
| 8. | Orchard Village Green Community, staff contact: Rick Scott, Urban Development Department Director, rscott@cityofsalem.net |
| 9. | Piloting Energy Efficiency Infrastructure, staff contact: Ida Salazar, Information Technology and Facility Services Director, isalazar@cityofsalem.net |
| 10. | Measuring Benefit of Bike Facilities, staff contact: Peter Fernandez, Public Works Department Director, pfernandez@cityofsalem.net |

List any additional information or details you would like to receive from SCI:

- | |
|--|
| 11. Inventory of Community-Wide Energy Data, staff contact: Vickie Hardin Woods, Community Development Department Director, vwoods@cityofsalem.net |
| 12. Civic Engagement Strategy, staff contact: Sean O'Day, Deputy City Manager, soday@cityofsalem.net |

How did you first hear about the Sustainable Cities Year program?

We received a letter from Nick Fleury this December.

I would like to receive updates of SCI projects, events and meetings: YES NO

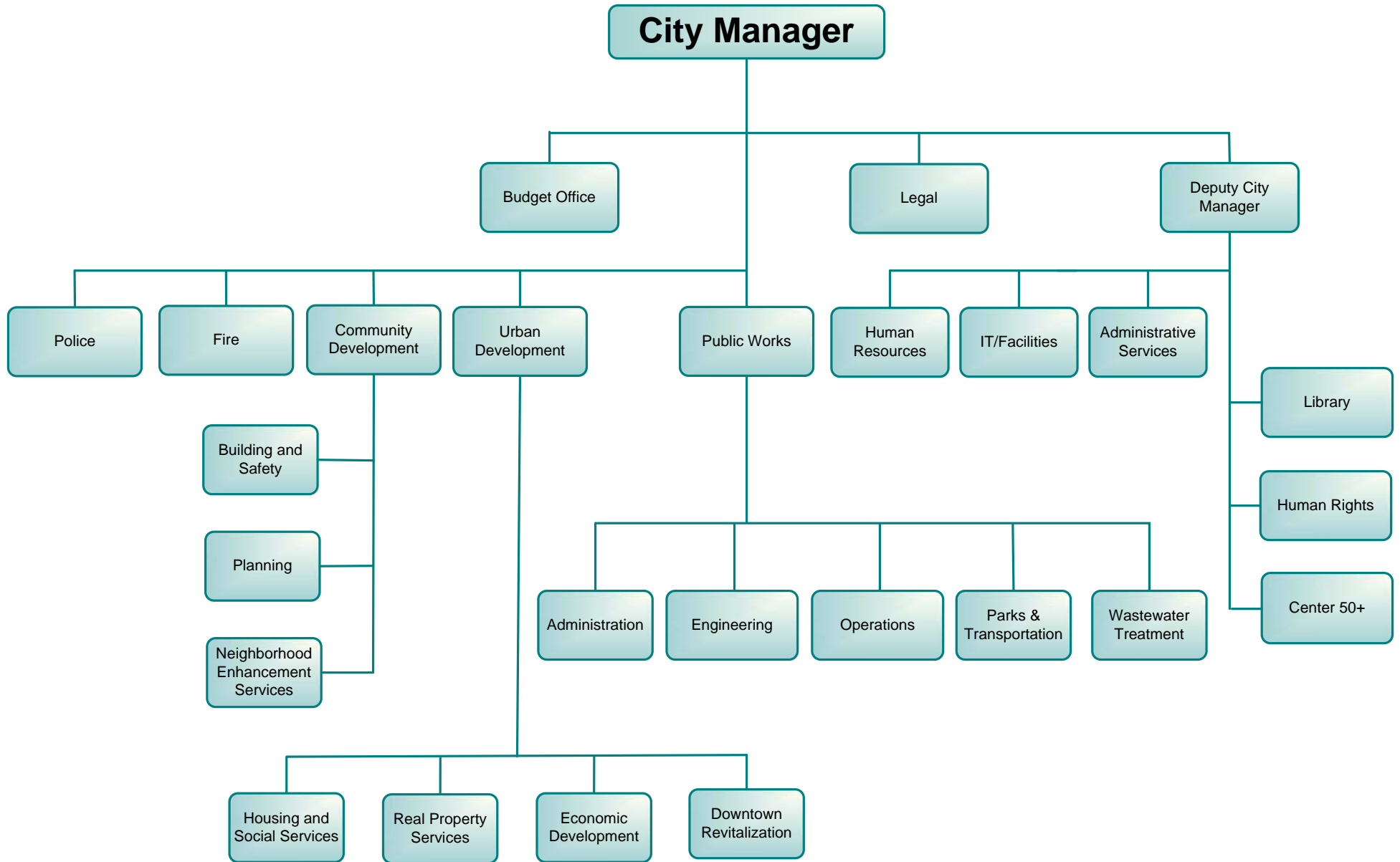
Our organization can only participate in the 2010-2011 program: YES NO

Comments:

Please email, fax or mail the proposal to:

Nick Fleury, Program Manager
Sustainable Cities Initiative
1206 University of Oregon
Eugene, OR 97403-1206
Tel: 541.346.3582
Fax: 541.346.3626
Email: nfleury@uoregon.edu

Submit to the Sustainable Cities Initiative no later than Sunday, January 31, 2010.



Brainstormed List of Potential Projects University of Oregon for the Sustainable Cities Program

Draft Project List

Vision 2020/ Downtown Related

- Defining downtown's districts
- **Strategy around developing/attracting retail, restaurant, entertainment businesses***
- Current and Future Parking Supply/Demand analysis, including parking needs on North Broadway
- Analysis of redevelopment barriers for opportunity sites north of RR bridge; i.e. Stevens Manufacturing, Keith Brown, etc.
- Strategy to incent private development of mixed-use projects, including workforce housing development
- Connecting West Salem to downtown
- Rubber tired trolley
- Parks connections master plan
- **Gateways**, entranceways and way-finding (design concept, navigation through center, etc.)
- North riverfront redevelopment opportunities
- Realignment of railroad on Front Street
- Re-use of current City Hall facility to include Windows to West property - for use in possible future marketing of site
- Possibility of including commercial use within Riverfront Park - for small restaurant or rental of water crafts
- Potential for development on top of Marion Parkade
- **Downtown Parking District management** – in preparation/anticipation of continued downtown redevelopment, what parking is required to support downtown and how best is it provided?

City –wide Projects

- **Licensing group homes**
- **Design and develop community policing facility**
- **Opportunity sites for possible acquisition** (citywide; URA specific; focus on area south of Mission as a redevelopment opportunity to include development of design concepts within site constraints)
- Comprehensive Plan
- **Civic engagement strategy** to include new technology and wider representation/participation
- Redevelopment opportunities for brownfield sites (in connection with DOE grant)
- **Analysis of impacts of annexing to the UGB**
- Strategy around renewable energy business recruitment
- More natural restoration of Minto Island Park NRCS conservation area

- How best to **regulate parking in connection with redeveloping** areas?
- Phased Park planning – making better use of land in urban areas, design the park in phases so that it doesn't just go from weeds to park. There should be some things we can do, adaptive re-use, while we wait for the funds to design the park improvement.

West Salem URA projects

- Design of a pedestrian overpass, across Wallace Road, to serve as key bike/ped connection between downtown, the RR bridge and West Salem
- Develop brand and identity for Edgewater Street, which defines the district; develop design guidelines that support the district
- Identify ways to encourage/ implement a mixed use neighborhood; design buffer between industrial uses and residential and commercial uses south of Patterson Street

Community Energy Strategy projects

- Pursue City ownership and piloting of energy efficient infrastructure, including at the Salem Renewable Energy and Technology Center (examples include: geothermal, hydro-power, LED or solar street lights, etc.)
- Identify location for a pilot "energy district" with large enough scale to produce own energy needs and finance construction of energy systems
- Develop a tool to measure the benefits of increasing bike lanes on City streets and share results with the community
- Launch an educational campaign to raise awareness for bicycle safety/ rules of the road
- Amend the Salem Revised Code to encourage mixture of transportation options in development of neighborhood/ subdivision scale
- Identify former manufacturing buildings suitable for conversion to renewable energy manufacturing or related green business (target incubator/start-up)
- Identify opportunities to attract and retain additional job sectors to the region, including the green building sector, sustainable agriculture, and electric vehicle products
- Develop an inventory of community-wide energy data that can be updated/reported on annually and includes energy and water use by sector, energy costs, percentage of renewable, and greenhouse gas emissions

***Bold** denotes Council goals.