

**DATE:** June 20, 2017  
**TO:** City of Salem  
**FROM:** BDS Urban Planning & Design  
**SUBJECT:** June 1 Community Open House

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**This document provides a summary of the City of Salem Community Open House and detailed records of input from the event.**

**Over the summer, City council and staff work groups will convene to develop recommended actions to support strategic plan goals. Community input and City staff and financial capacity will be used to guide the development of these actions.**

**A third community open house on September 19, 2017 will provide another opportunity for Salem residents to review the progress of this work.**

## **EVENT OVERVIEW**

Over 270 Salem residents turned out on June 1, 2017 to participate in the City of Salem's strategic planning process. The consultant team designed a public meeting to help the City prioritize directions for the Strategic Plan, and to solicit input for specific actions and measurable outcomes for each of the eight goals. A brief presentation was made to recap the strategic planning efforts to date, inform attendees on the event structure, and to provide information regarding next steps.

Attendees were invited to circulate the meeting space and visit each of the seven stations. Each station represented a strategic direction and its associated goal(s). Every station was equipped with a City of Salem staff person, and information on the critical issues, key facts, and supporting goals for each strategic direction. Each station also included several instruments to capture the attendees' input:

1. *Input Cards:* Attendees were encouraged to share their thoughts on input cards. Input cards were provided for each goal and prompted attendees to answer two questions: "What action would YOU propose to accomplish those goal?" and "How would you measure progress on this action?" The input cards were collected, recorded, and synthesized; a summary and full transcription is included in the following pages.
2. *Voting Tickets:* Each event attendee was given five voting tickets and instructed to vote for the goals they felt were most important.





## SUMMARY OF INPUT

*Context:* National dialogue has influenced turnout and participation in the local open houses. In the January open house, we saw this influence as it related to the immigration issue and the President’s travel ban proposal. In June, this influence appeared as it related to the climate change and the President’s decision to withdraw from the Paris Accord.

Locally, based on the input from the residential satisfaction survey, more than 77% of residents reported to be somewhat satisfied with the City’s work on environmental protection. Of the community input collected at the Open House, 77 of 750 comments explicitly mentioned the need for a climate action plan.

### Voting Tickets:

Each attendee was given five voting tickets. The voting results are included below, sorted in order of highest to lowest ranking. Capturing 537 out of a total of 1,153 votes across the event, *Goal #6: A Robust and Maintained Infrastructure System* was the top priority for the majority of participants. A number of attendees chose to forge their own path and voted for action items outside of the defined goals:

- 123 participants voted for the *climate* as a top priority
- 8 participants voted for *arts and culture* as a top priority

RANKING	GOAL	# OF VOTES
1	Goal #6: A Robust and Maintained Infrastructure System	537
2	Goal #8: A Public Transportation System that Meets Community Need	130
3	Goal #3: A Comprehensive, Long-term Vision for Growth and Development in Salem	101
4	Goal #1: Housing Security for Salem Residents	80
5	Goal #2: Accessible Health and Social Services for Salem Residents	67
6	Goal #4: Greater Survival Rate for Small Business, Growth of Existing Business, and Attraction of New Businesses	40
7	Goal #5: A Vibrant Downtown with Low Commercial Vacancy and Quality Housing	34



### **Input Cards:**

Over 750 input cards were submitted by event attendees. Below is a high-level summary of the most popular proposed actions and proposed progress measures, organized by goal.

#### **Overview: Vision, Mission, Values & Goals**

Cards Collected: 53

#### **Proposed Actions:**

- 70% of participants identified the need for a Climate Action Plan.
- 8% of participants noted affordable housing as a top concern.

#### **Goal #1: Housing Security for Salem residents**

Cards Collected: 63

#### **Proposed Actions:**

- Adopting the housing first model was the most commonly recommended action for this goal.
- 11% of participants mentioned incorporating more diverse housing options, such as tiny homes, tent communities, and ADUs.

#### **Proposed Progress Measures:**

- 16% of participants said that the number of people experiencing homelessness could be used as a metric to track progress on this goal.

#### **Goal #2: Accessible Health and Social Services for Salem Residents**

Cards Collected: 50

#### **Proposed Actions:**

- 16% of responses mentioned a need for coordinated social services.
- 28% of responses mentioned a need for more housing options, especially alternative options such as tiny homes, ADUS, and low barrier shelters.

#### **Proposed Progress Measures:**

- 12% of respondents recommended using the number of Salem residents experiencing homelessness as a measurement for progress on Goal 2.

#### **Goal #3: A comprehensive, long-term vision for growth and development in Salem**

Cards Collected: 66

#### **Proposed Actions:**

- 17% of respondents noted that climate change and/or a Climate Action Plan should be a priority in the comprehensive, long-term vision for growth and development in Salem.
- 29% of respondents identified increasing density within the Urban Growth Boundary as an action to accomplish Goal 2, and 15% of those mentioned a desire in increasing mixed-use and housing options, as well.

#### **Proposed Progress Measures:**

- Top results: Create and implement a Climate Action Plan and begin to track and measure greenhouse gas emissions, followed by increased public engagement to increase citizen participation and awareness.

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**Goal #4: A greater survival rate for small businesses, growth of existing businesses, and attraction of new businesses**

Cards Collected: 36

**Proposed Actions:**

- 19% of participants mentioned boosting neighborhood vitality by allowing for businesses and increasing walkability.
- 14% of participants identified actions that involve environmental sustainability, such as incentivizing sustainable businesses, supporting clean energy, and integrating a Climate Action Plan.

**Proposed Progress Measures:**

- 6% of participants identified business surveys and/or customer surveys at businesses as a metric for progress on this goal.

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**Goal #5: A vibrant downtown with low commercial vacancy and quality housing**

Cards Collected: 34

**Proposed Actions:**

- 15% of participants recommended building more affordable housing downtown as an action to accomplish Goal 5.
- 44% of participants identified streetscape and urban design improvements as recommended actions to accomplishing this goal. Specific actions include increasing public restrooms, revitalizing alleys, and generally improving the streetscape for pedestrians and cyclist.
- 18% of participants mentioned business development actions including increasing the accessibility of Salem businesses, opening a grocery store downtown, initiating a "Buy Local" campaign, and more.

**Proposed Progress Measures:**

- Top recommended progress measurements include expanding downtown activity to all hours of the day (as opposed to just during normal business hours) and various types of surveys.

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**Goal #6: A robust and maintained infrastructure system**

Cards Collected: 165

**Proposed Actions:**

- 78% of participants recommended building a third bridge as an action for Goal 6.
- 9% of participants recommended not building a third bridge.
- 6% of participants mentioned environmental sustainability as a critical aspect of maintaining a healthy infrastructure system.
- 8% of participants identified improvements to Salem's sidewalks and pedestrian infrastructure.

**Proposed Progress Measures:**

- The top recommendation for progress measurements is construction of a third bridge (4%).

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**Goal #7: Alignment between City services and available resources**

Cards Collected: 46

**Proposed Actions:**

- 13% of participants suggested rethinking tax policies.
  - 15% of participants recommended supporting environmentally sustainable pursuits, such as creating more clean energy jobs and establishing a Climate Action Plan.
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**Goal #8: A public transportation system that meets community needs**  
Cards Collected: 79

**Proposed Actions:**

- 30% of participants recommended expanding bus services.
- 13% of participants agreed that multi-modal transportation is first priority.
- 19% of participants noted that the City should find a way to financially support transit.

**Proposed Progress Measures:**

- The top recommended progress measurement was recording the number of roads with bus systems, followed by bus ridership and the expansion of bus services.



**WRITTEN PUBLIC COMMENT FROM OPEN HOUSE**

*Italicized text = written public comment*

x# = number of times exact comment was written

**Vision, Mission, Values and Goals Feedback**

**Feedback on goals for the City of Salem. *How would you measure progress?***

*Climate Action Plan (23)*

- *Climate Action Plan*
- *Climate Action/Environmental Protection Plan*
- *Integrate climate and environmental sustainability as foundation of all goals and actions. We won't have a future if we don't do this, or add a new goal that specifically addresses this.*
- *Climate Action Plan in Strategic Plan*
- *Join other OR cities and have climate action plan*
- *Use Oregonians fervor for climate action in a manner that also supports the other goals listed. Climate action = sustainability (fiscal, economic, social, etc)*
- *Another goal needs to be added: 9) adopt and implement a climate action plan*
- *Create CAP*
- *Salem needs to adopt a Climate Action Plan- this could begin wheels turning for various regulations within our wonderful Salem. Be welcoming to industries and businesses which support climate change values.*
- *Please add climate action plan*
- *Salem needs climate action plan including resilience plan*

- *Climate action plan for Salem. Adopt goals of Paris Accord.*
- *Vision and mission both mention 'environment' but there is no 'goal' for environmental and climate action is also missing. New goal for both/each!! No goal so how can be 'vote for it?'*
- *Climate Action Plan should be part of the process! Like other cities in Oregon*
- *Adapt a climate action plan so all city decisions consider impact & adaptation. Measure city carbon footprint & use carbon effect projections in planning.*
- *We need in addition to these laudable goals, a climate action plan for Salem. If we don't have a livable earth all the other issues don't matter at all*
- *New goal- add CAP*
- *I would like to see a comprehensive Climate Action Plan*
- *Please devise a Climate Change Plan for effectively doing our part to combat climate change*
- *One of the most important things you could do in the strategic plan is include a CAP. Please make sure this is included!*
- *We need a CAP that involves all 8 of the city goals- without a plan to mitigate climate change, no goal is completely effective*
- *Climate action plan. Measure progress- 1st up- appoint citizen committee*
- *Climate Action Plan can be infused in many city programs and services if it is made a priority. The short-term consequences of inaction are significant; the longer term consequences are unthinkable*
- *Needs to have CAP, too*

### *Environment (Beyond CAP)*

- *Stop the sales of trucks that may have increased emissions allowances*
- *Salem needs to stand up and join Paris accords*
- *With Federal Gov. going backward on Climate change and other environmental issues, local gov'ts (Salem) have greater responsibility to pick up slack*
- *For Salem to be truly proactive and forward thinking city, it is essential that it tackles the issue of climate change by reducing its carbon emissions. City vehicles, buildings and other facilities must move to use renewable and low emission energy sources. A good public transit system is essential. Businesses should be encouraged in whatever ways possible to promote and engage in climate friendly actions. Failure to address climate change effectively dooms all the other plans to failure!*
- *Clean air, clean water and a healthy environment tops all goals, Please add as goal.*
- *Including Ecological Sustainability*
- *Progress would be measured in solar panels. Increased mass transit, density of housing in mixed use neighborhoods clustered around transit and benefits equally distributed for all residents. Through a CAP, we can measure against a 'ruler' of Co2 emissions*
- *Make it a priority to put sustainability and the environment first in every building project. Put in green roofs and green walls. Have a funding grant to do this*
- *All city plans/codes should include sustainability goals*

- Greenhouse gas emissions → renewables, prepared for climate change. Includes all types of people in efforts: participation
- “Climate change” has been going on for ages. Why blame humans for what is occurring naturally? Spend the money on the third bridge- and, as always be good stewards of God's creation. Don't be wasteful and conserve our resources.
- Does this city support Paris Accords?
- Climate change should be included in every aspect of any long-term plan for the city!

Goal 1

- If housing security means more housing for low income and no income residents, I'm for it. A vibrant core community will ensure growth and development. Concentrate on building the core and consider high school attendance areas as...
- Affordable Housing should be the top concern. Progress could be measured by vacancy rates, availability and census # for the homeless population
- Affordable housing for low-income families

Goal 4

- I've owned a business. Taxes and wages made me surrender, how I fell out of my home. Relieve my burden- I'll have more money and can try again! If you think it's so easy, you try it!
- This is a good start. Spend funds more wisely (fewer incentives for 'job creation'. NO \$750k incentives for more office space

Goal 5

- I would like to see commercial properties that are vacant to be taxed at a higher rate. That tax \$ could be put back into small big loans to people looking to lease. Progress could be measured by the # of vacant properties.
- All commercial vacancies should tax property owners at a higher rate- see examples in Detroit, MI and Burlington, VT

Goal 6

- Build a 3rd Bridge. Progress would be when cars drive on it
- Climate Control is vital for each and every person. Building a bridge only promotes private cars which also promotes green house gasses.
- Build the 3rd bridge to make Salem more safe for all residents! We need to ensure emergency vehicles can get to the hospital

Goal 8

- Salem needs public transport that serves needs
- Climate goals by increasing variety of public transportation options

Other

- I would like to see Salem adopt the Child Friendly Resolution as a framework for our city to prioritize the needs of children in our community

- *Focus on livability and quality of life at the neighborhood level. When life gets better for all, so that all have access and opportunity- regardless of education or zip code- we'll know we are all on the right track.*
- *I see few Latino residents here tonight, what outreach was accomplished to reach this community?*
- *A strategy for development and support of the arts and culture sector*
- *Investment in public safety is important to me and a priority. Keep the public safe but also provide the tools needed to keep out public safety professionals safe*
- *Transparency- tell the public about all meetings and when they show up, show some appreciation*
- *Increase budget for neighborhood services and code enforcement!*
- *How about a citizen's Civic Academy to help us understand what (how) the city does- what taxes pay for what, who decides how do we know?*
- *Family/child friendly focus/resolution adopted by city*

### Strategic Plan Action Input: #1 Housing Security

#### *Action, Measurement*

Key Themes: *People want tiny homes! Efforts should be measured by amount of people sleeping on streets, and amount of people using services. Adopt housing first model. New affordable should incorporate green building.*

- *Convert available commercial real estate into a night shelter for Salem Interfaith Hospitality Network  
Make neighborhood groups headed by real estate agents to work with Habitat for Humanity and HUD*
- *Housing First- Collaborate with all departments, city police, fire, DHS- step by step program with accountability and checkins  
Eliminate Homelessness clean up our streets*
- *City of Salem to develop legislative law to get state out of the business of setting rent laws. Every city is different so cities should make laws that work for them*
- *Buy up foreclosures*
- *Adopt a CAP for Salem that includes plans to help the most vulnerable  
Complete and implement CAP in next 5 years*
- *Create a resolution on asking that landlords voluntarily hold rent increases to no more than & 10% preferably less*
- *Adopt the housing first model!  
No one needing to live under bridges*
- *Work with low-income neighborhoods to identify measures to help adapt to climate change ie. elderly, low-income people are highly susceptible to heat. Also, low-income spend higher % of income on energy costs. We need to look at energy subsidies, asst. With retrofits (especially in*

affordable units). Create Climate Action plan that addresses the needs of vulnerable populations, they suffer the most from climate change.

Zero death rate due to exposure or climate related conditions

- Create more density- provide active transportation options that benefit those living in poverty. A car-focused city benefits the rich
- I support both Union Gospel Mission and the Salvation Army in their missions and don't intend to stop, at least as long as they work to support those who are truly in need, and I live here. I encourage Salem and Keizer to do the same.  
Monthly to weekly counts of people asking for help at intersections and beyond. Or cars and tents scattered throughout the city, with the intent to reduce it
- Adopt the Housing First Model, Leverage the city's resources to increase HUD funds for homeless (only 1/3 of what Eugene gets per client/year), permanent supportive housing  
% Reduction in chronically homeless
- Open campground and RV parks for homeless, then help them move to permanent housing  
Number of people homeless
- In order for a housing first model to work (and it's failing in a lot of cities) we need affordable housing. That affordable housing should be green or energy star certified so utilities are low  
# of units, # people served, length of wait list (fail)
- Create a tiny house community in which there are 'caretakers' who can live on premise to maintain, assist, etc. I've seen tiny houses that cost \$25000-whatever. Purchasing land, buying tiny houses, utilities and care takers could hardly cost more than what is being put out that merely puts bandages on the problems. Put monies from various sources and buy more permanent solutions. Invest in volunteers, coordinate.  
Numbers of homeless and homeless families who are set on track to healthy independent living, or at least farther towards that goal. It seems it would sometimes be useful to look to help on the most difficult to help homeless and 50 'easily' helped homeless.
- Provide greater range of housing options in all parts of the city. Remove parking restrictions, requirements in close in neighborhoods so that people can live a car-light lifestyle more easily  
Homeless Rate
- We need to help vulnerable people. Build lots of small low energy using homes for moderate and low income residents. Add as part of climate action plan
- The Eugene model is great for Eugene, Salem needs a different model. Listen to Delara Beaton and her group . they know what works and what doesn't when it comes to housing for the homeless and low income folks.
- To make climate/environment a priority. Salem lags other OR cities.  
Another goal added to the Strategic plan! CAP or similar which addresses  
Climate Concerns directly
- Adopt Housing First model  
Far fewer homeless people visible and invisible

- Address rents/landlord greed- false home values. Increase housing option by allowing additional units on existing homes. Garage conversion, mobile units, tiny homes  
Drops in rent, Units built
- Rent control for seniors or a subsidy. Seniors making just above the medicaid cut off are being priced out of their homes, some left w/ \$300/month for medications, food transport  
All Seniors have housing security
- All govt subsidies must be contingent on immigration status. Only folks here legally should receive them
- Seattle has some great strategies to research. There is an area (small) with shed-like tiny homes where they can stay overnight
- Support non-profits in building capacity to do "Adopt the Housing First Model". Help them leverage resources: grants + grant writers.  
% of folks lacking government housing who have transitional housing or at least shelter
- Affordable housing as a priority for kids and families
- Can do tents. Moveable shelters. Additional services include security, laundry rooms. You can purchase, we can set-up or help set-up. A la carte depending on need and situation. Dave Russell  
[D'Russell@yahoo.com](mailto:D'Russell@yahoo.com) (971)304-5392
- Adopt the Housing First model
- More multi-purpose residential/retail/office downtown. More of it as affordable not luxury
- Investigate the Salt Lake City efforts to provide housing for the homeless- could something like that work here?  
Lowered estimates of homeless population
- I honestly don't know how to address this. ADU's? Subsidized housing? Rent stabilization?  
Avoiding further gentrification that contributes to homelessness?
- Shelter and food must be provided in a safe environment w/wrap around services for mental health! The ideas listed here do not even address mental health. Tax all house people to fund low-income housing  
Fewer homeless people
- Can a person tend to hygienic needs in a space place? Are homeless folk welcome in town? Do they feel it?

## Strategic Plan Action Input #2: Accessible Health and Social Services

### Action, Measurement

Key Themes: Need for secular support for the homeless population. Low-middle income housing throughout Salem (especially downtown), and a lot of interest in tiny homes. Coordination of housing, counseling, social services so they become more accessible. And involve homeless in the decision making process.

- Spend no more money on expanding services for cars until Salem is a "Car Optional City", residents can participate and access services fully w/out a car  
Have city staffer spend a month w/out a car every year or two
- I do not believe it is blank to partner with the faith community all of the time. The city (county, state) must set up services to transition homeless into permanent living quarters  
-Open your eyes and look around Salem. Note how police interventions and ER decrease (hopefully)
- Create capital bond so that you can add 600 units per year of affordable housing  
-determine how much incentive builders would need to set bond rate
- Put all social services under one roof
- Bus service-better for people who need it
- Talk to the homeless about what to do for solutions, Have community boards located where homeless hang out to give them information
- Very important: low cost housing or free, and higher minimum wage. Smaller wage/income gap
- Opening up the city to new growth and economic development by improving transportation over the river is a great place to start economic prosperity in Salem  
-build the bridge
- Climate Action Plan- tiny homes for homeless, renovate empty commercial real estate into shelters
- Use existing vacant buildings on a month to month basis for monitored homelessness. Provide more assistance to non-profits who help take care of homeless
- More low income dwelling in Salem  
-% of homeless
- Need housing for homeless that gives them a place to sleep and restrooms + shower- does not need to be fancy, just warm and dry
- Follow Salt Lake City model as featured in Mother Jones. Oregon community foundation is very interested in solving the issue  
-the more people sleeping on the street
- City support for public schools. Better educated youth will eventually lead to fewer adults in crisis. Highland school + Sumpter elementary are worlds apart
- Cannabis friendly affordable housing, ADU development for low income homeowners with loans/money provided in return for ADU being rented
- We need alternatives to sleeping on the street, homeless shelters with access to services

- *[Single service centers] already exist but aren't well funded. Religious groups have strangle-hold on HL services in Salem and we need more secular groups*  
-# served
- *Don't put more housing in West Salem until we get the 3rd bridge*
- *How about a community garden on EVERY block with solar heated water for an occasional shower and frequent hand washing. Gardens would include an open shelter for limited stay. Water from the building would be used for the garden. Permaculture would be objective.*  
-Measure amount of rainwater and greywater replaces in the ground and weigh produce. Are otherwise homeless people able to get shelter & other services leading to productive members of society.
- *More shelters beside Union Gospel Mission esp. During cold weather*
- *Acquire land and existing lower value housing when cheap, rather than waiting until an area is expensive. Plan ahead. Pursue a Mariun-Polk continuum of care and seek additional funding to assist homeless. Prevent eviction/intervene when possible, keeping someone housed is easier than re-housing*
- *Coordinate all businesses, churches, government.*  
-numbers of those receiving services increase or fewer homeless, hungry etc.
- *Safe clean environment and less traffic. A climate action plan would help greatly in this goal*
- *Active citizens are healthy citizens. Build streets and parks that invite people to get off the couch*
- *Identify and have services (substance abuse treatment, mental health check) in place before attempting to house or intervene*  
*A plan, like, any plan. I live near downtown. You need a plan for each client. They're all different*
- *Look into option of creating tiny home community for our transient population with an increase in availability to caseworkers to assist them. No more than 15% of their monthly intake as "rent" with a rent to own option*  
-I'd like to see a proposal
- *Need transitional housing- more units like Cath Comm Services on Center Street. Allows people to move from homeless to community environment while searching for permanent housing. Build more affordable rental units. The top end apts. Etc are out of reach for most renters. Ideally have community involvement centers throughout*  
-The city to provide services and possibly daycare so parents can work, look for jobs, etc.
- *Protecting public health requires action on climate change. Protect environment to ensure clean air and water*
- *We need to do more to coordinate! Provide services to prevent poverty, homelessness for citizens and families.*
- *Service centers often become substitute for housing, so although the services try to be vital resource for homeless people, it is not a substitute.*  
-Not sure/fewer homeless people
- *Partner w/ faith community*  
-Reduction in homeless or reduction to number of people sleeping on street at night

- *Look into Portland/Multnomah co action to build tiny homes on landowners properties for homeless housing. Look into and discuss the ability of the city to attempt a universal basic income trial*  
-reduced homelessness/poverty. Increase quality of life citywide
- *More facilities that provide ongoing care to low-med level income families. More licensed counselors available to assist urgent mental health care*  
-Less ER visits to Salem Hosp. More mental Health crisis centers
- *Find free or low cost land, build little cottages surrounding a central garden, meetings place etc. with a cottage for a support worker for people with high functioning autism/aspergers so their parents don't have to keep them forever. SSI at the max issue \$733/month- usually less because of paying back "overpays" so rent must be much much lower. Just because disabled don't need to be kept in poverty. Work with SSA.*  
-When there are such developments available for the growing # of ASD people
- *Warming shelters and those that protect against loss of life should be open to all. All other types should be open to all. All other types should be contingent on legal immigration status*
- *Pursue housing first solutions to homelessness*
- *City openly acknowledges homeless individuals as part of city responsibility- then can seriously work to improve situation*
- *Promote community mindedness and discourage real estate speculation*  
-Asking the public to make a commitment to provide housing for ordinary workers. Promote family planning to limit large families of immigrants
- *Homelessness and lack of affordable housing are among Salem's worst problems. The city needs to break away from its fixation on low rise low density single family housing. There needs to be a mix of housing types and mix of other uses within neighborhoods.*
- *How much housing would be available if illegal aliens were not here? I have travelled the world and obeyed the laws of the countries I visited. I expect everyone who comes here to do the same. How is that bad?*  
-I want to feel safe in my community knowing that all the people I see are here because they went through the legal process and followed the rules
- *Sobering center, Showers, Porta-potties, transitional housing, Focus on working together w/ gov't at all levels and service agencies and NGO's and draw on the wisdom of Jimmie (?) the Phd @ MWVAAA*
- *Partner with faith and secular community; don't rely too heavily on faith based solutions that won't work for everyone; investigate possibility of doing what Salt Lake City did*  
-healthier, safer, fewer homeless population
- *[single service centers, faith community] are great ideas, as a starting point but not a long-term solutions*
- *More support for Salem Free Clinic to provide medical care for poor people*
- *Provide variety of housing support. More permanent supportive housing to provide case management, support for more independent living w/ mental health and substance use therapies. Cannot count on churches.*

*-plot however, police interactions decrease*

- *You need Salem Association of Realtor involved in anything/everything housing related. Attend our meetings, Speak, ask volunteers. We are a good source for you.*
- *Low barrier shelter for homeless, Continue warming shelter*  
*-less crime from homeless, I have had 4 bikes stolen, 2 phones*
- *Explore holistic approach that helps folks transition out of homelessness, but does not make it easier/more desirable to be homeless. Some folks like the homeless lifestyle. I do not want to encourage that in city environment. Homelessness is bad for cities.*
- *Please help people afford living off the street, and apartment developers set a fix rate that they can only charge.*  
*-by seeing rent go down, and seeing people that need help off the street*
- *Provide public education on development rules and regulations and process and identify core values of residents*  
*-survey re: how informed, info needed, info obtained (post)*

### Strategic Plan Action Input Goal #3 Growth and Development

#### *Action, Measurement*

Key Themes: *Densify and vitalize downtown, Optimize riverfront, no sprawl, easier to ride bike/bus around. Local gov needs to listen to constituents and better engage.*

- *Broader understanding of processes, funding, evidence of management. The goals- follow through. Don't let these efforts die.*
- *This is another area in which a Climate Action Plan is most essential. Did you know that 2030 is a 'rubicon' year in our greenhouse gas equation? All growth and development must be planned and implemented through the lens of the Climate Action Plan. Not doing so is extremely foolhardy. Partner/collaborate with other cities that have similar characteristics worldwide. Identify cities that have already implemented forward thinking solutions in specific relevant*  
*-High rises with small affordable and sustainable apartments, support local farmers and their ability to get their food into the hands of city residents, Climate Action Plan can be used as a guide and as measurement tool*
- *All of these are nice things but a lower priority than public safety and critical infrastructure*
- *I don't need a sidewalk in front of my house. It is being thrust on me against my will. And i'm responsible for it?!? Why me?*
- *More civic participation opportunities for citizens and youth*
- *Brown Road Park has been a field since before 1997. My daughter is growing and gone w/out ever having a special park to play that was close :(*

- *Put together a simple but clear plan using input from community experts in community development*  
-create a clear and simple plan posted on city's website for all to see
- *Coordinate growth density with public transport to increase efficiency and lessen sprawl. Encourage walking/biking*  
-lowered % usage of single drive transport, increased bus usage and access (7 days a week)
- *We need forward thinking vision for the future*  
-% of homeless rise or drop, % of affordable housing
- *The 2 bridges do not provide adequate infrastructure for the rate of development in West Salem and surrounding communities in Polk Co. Build 3rd Bridge*
- *We do not need to grow. We need to support what we have. We are already using more than the earth can regulate. Slow down*  
-Infill-more thriving local businesses and neighborhoods. New development, if necessary, on Eastside of river. Not sprawl.
- *More live meetings with citizens representing a broad cross-section of residents*  
-positive feedback from community members regarding transparency of city planning
- *Map out how to accommodate increased number of residents and how that affects housing, employment, congestion, infrastructure. I am concerned about gentrification that could negatively impact much of our community, public transit, urban sprawl, jobs. Do NOT forget about low-moderate-income individuals and families. Do NOT forget about the environment.*
- *The 3rd bridge planning activity was NOT a product of comprehensive LT vision/planning-let alone regular meetings w/ city staff. Rather, it was pressured through some early planning meetings and now treated like it's gotta happen*
- *Create complete neighborhoods- so people can bike and walk*
- *Make Salem a 'car optional' city- where all people can participate fully in all aspects of city life*
- *It seems no one group or governmental agency feels the responsibility to spearhead another many laned bridge. This is a problem.*  
-GEt the group together and get them working. This is the most important growth → development problem in Salem/Keizer/Marion/Polk
- *Keep hiring local contractor for projects not out of state/saves cost. Have the roadways spread out, no congested.*  
-Having enough roads to keep up with the growth
- *Increase city land size/city limit. Improve availability to rural areas out of city limit*
- *Prioritize sidewalks and parks for kids and families. Continue to support cultural facilities as they contribute to the vitality and livability of Salem for kids and families.*
- *I think there will be people who work in Portland who cannot afford to live there and will expand to Salem. Clean and trim landscaping in parks- Pringle Creek by Park. Expand the parking tax for businesses in downtown Salem to improve quality of sidewalks. Increase city density-more apartment and cleanliness. Encourage developers to design building like that that are oriented to a view.*

- *Keep high-cost and low-cost housing together. Incorporate apartment high rises into neighborhoods.*
- *Strongest possible P.R. to engage citizens and build trust in city govt.*
- *As the city plans for growth, consider the impact of transportation plan, schools, etc*  
*-publicize efforts, goals, timeliness*
- *No smoking downtown, embrace and improve river as an asset, greenbelt for connectivity along the river, developers must pay for infrastructure. Promote dense, vibrant mixed-use downtown and neighborhood centers. Salem needs an app so that citizens can be informed on topics*  
*-a family can enjoy the city, be inspired, obtain goods, and navigate safely w/o use of vehicle*
- *All the republican organizations go on record to conserve the Paris Accords*
- *We need to emphasize and capitalize on our location on the river*  
*-more parks and walkways along the river*
- *Listen to the majority of your city councilpersons. They know what each ward needs as far as sidewalks, parks etc. Tell people about meeting opportunities and they will come*
- *Develop the downtown core with a "theme". Make parking easily available. Theme could mean specialty shops and restaurants that draw both young and old. Events at the River Park area that occur weekly thru the summer.*  
*-more specialty shops, more activity, during the day and evening. Mark Salem a 'draw' like Sisters = Quilts*
- *Yes Strategic plan goal #3*
- *Love the ideas listed about, but safety and law enforcement need to come first. I love the new bridge to minto*
- *Prioritize livability in downtown core. Maintain parks and expand activities or things to see/do-memory walk w/bricks telling stories of current and past residents*  
*-increase areas to socialize -public spaces*
- *Promote and build higher density housing close to city center. Make it possible for people to watch/bike places like groceries stores etc.*
- *Mixed use;easier code compliance for number of mixed use applications to build*
- *Prioritize infill on vacant and derelict lots. Encourage state employees to live in Salem-cut down on community carbon. Reach out underrepresented communities of color, immigrants, lower income youth*
- *Update outdated zoning (form or hybrid rather than euclidian). Encourage mixed use and affordable housing within walking distance*  
*-fewer homeless*
- *Prioritize multi-family dwellings/developments that can accommodate more people in less space-density downtown and immediately surrounding neighborhoods*
- *Update zoning code to encourage mixed uses especially in RH zone, others. Consider form based zoning, goal to increase density and mix residence with workplaces. Reduce parking requirements*
- *Allow broadest possible housing- 2nd unit options, garage conversions mobile units, tiny house*  
*-seeing them built and occupied*

- Study possibility of expanding the Urban Growth Boundary. Congratulations on all the work done on South Block!
- Urban Growth boundary needs expanded and Realtors need involved. Call Kelly Koshela at SAR, come speak at our meetings.
- Stay within urban growth boundary. High density downtown is good. Focus on state street development and high density growth all the way down state street. Incorporate more of State Street.
- Fill in downtown core, less sprawl and development on outskirts. Recreating on the river is a huge economic river to spend a day in Salem. A more coherent and safe approach to riverfront. It is currently alarming to park downtown and cross an urban highway to get to and from park -a safe ped/bike bridge or tunnel over or under front st.
- Promote compact efficient development that places a high value on stewarding our natural resources.
  - Density, @ of acres in city limits dedicated to parks and open spaces
- Build up, not out. Salem needs to act like a city not a 1950's suburb
- Smart growth no unchecked growth. Prioritize growth that works with multiple transit modes not just automobile
- Focus growth on the city center
  - keep track of available housing in the city- comparing different neighborhoods
- Maintain Urban Growth Boundaries to preserve farmland. We need to protect our open space from overdevelopment. We don't want to lower our quality of life and become S California
- Maintain the UGB don't expand it. Plan and incentivize density
  - tax dollars/acre
- Identify possible UG neighborhood HUBS. Align this with transit. Negotiate w/ neighborhoods now, before population increases!
  - communication w/ residents about what growth in their neighborhoods might look like
- Hold the UGB. Plan for and reward density and housing that allows for walking and biking to needed services
  - Are there sidewalks between every home and a grocery store?
- Stay within the UGB
- A CAP will inform Salem's vision for growth and development
  - Create and implement a CAP in the next 5 years
- A CAP integrated into city planning and infrastructure
  - Reduced GHG and other pollutants from Salem
- Apply CAP processes/lens to every decisions. Make sure all communities participate
  - GHG- need baseline first
- Promote 'sustainability' with recycling, driving less, biking and walk more. Promote energy efficient building

*-Responses to publicity*

- *Accomplish through CAP that protects green space and creates safer streets*  
*-citizen survey by Willamette Uni.*
- *Growth and development must support the protection and restoration of natural environment plus address climate change*
- *Growth and development are 70's 80's issues. We are way beyond that. The vision should describe comprehensive sustainable climate strategies a city can attain*
- *Create a CAP*  
*-The city taking climate concerns more seriously by making a stand alone goal for CAP*
- *Work toward 'carbon neutral' city with renewable energy. No new automobile bridges in the near future. There would be bicycle lanes and pedestrian paths on every street in the city.*
- *Prioritize trees*  
*-less waste of bioresource for dumb reasons*

#### Strategic Plan Action Input Goal #4 Survival for Business, Growth

Action, Measurement

Key Themes: Incentives for small business to flourish. Diversify types of business (food trucks etc). Accessibility to businesses is important. Grow up, not out.

- *Downtown storefronts should be filled and other neighborhood 'centers', Broadway around Broadway Commons, encouraged. Partnering with social groups for activities eg. first Wednesday is a good draw and brings out crowds. But it shouldn't all be downtown and not for the young and hip*
- *No matter how good we make downtown, smoking will keep it from being great b/c families/children will avoid the area. We need an ordinance to prevent smoking in public-smokers can use bars w/ smoking sections or cigar shops. Everyone has the right to breathe clean air especially kids!*
- *Do not make us pay for a 3rd bridge! It will drain the pockets of regular citizens.*
- *If Salem could offer affordable wicked fast internet, that could be a huge draw for businesses and visitors alike. Partner with a provider to be a model city and leverage the company's marketing to promote it.*
- *Increase "food truck" type of business. Make relationship between these types of business and city more friendly with win-win rules and regulations. More marketing of Salem's downtown on Social Media*
- *Make business's walkable*
- *Please promote green and environmentally friendly businesses- it could be part of CAP. Micro-lending @ local banks for residents. More competition for internet providers. Consider equity issues made worse by digital divide.*  
*-Rezone neighborhood group approval for restaurant*

- Yes! To idea from community engagement
- Business= tax base = ability to fund all rest of the biggest priorities
- Allowing small businesses within neighborhoods, such as restaurants, supports multiple goals
- Develop a plan to attract more professionals with families to Salem
- Stop beating that dead horse that is your downtown fantasy. It's very expensive to set up shop, which means the charge a lot more to customers. Parking stinks and now there is the hassle of fewer lanes to drive in, unless you are on a bike. This isn't portland, and we don't want it to be
- Integrate w/ climate action and environmental sustainability
  - carbon footprint tracking. Incentives or regulations to reduce
- I think one and three are the most important. Follow the model of the Chemeketa business center.
- Small and large business need to get their goods to market-congestions and lack of a 3rd bridge increase costs of business- need to improve transportation and build 3rd bridge.
- Work closely w/ Salem chamber
  - media hits, more business in dt
- Setting a goal for number of mixed use developments (housing above any new retail, any new commercial etc). Code enforcement fines for decrepit empty buildings
- Building bridge will help traffic flow and make downtown more viable
- Focus on innovation, light manufacturing, tech. Provide incentives for sustainable businesses.
  - some sense from the city that "small business" doesn't mean exclusively 'parking for downtown retail"
- Work on being business friendly
  - Business survey, # of business
- Food truck pods downtown, keep it fresh and hip. Make wider sidewalks for outdoor play.
- Put in food truck pod in the empty lot across from the convention center
- Make commercial real estate work and enrichment program for summer school
  - Have junior achievement track this
- City should concentrate of governance to delegate SEDCOR in this area
- Increase internet speeds. Measure w/ speed and area coverage. Tax restaurant sales to create develop fund.
- Small business incubator should be export focused
- Take a hard look at regulations the tie the hands of small business owners
- Create international outreach, create music industry, create energy coops
  - more international, artistic trade
- We need another bridge.
- Include more clean energy start-ups. Provide kiva-type loans for e bikes, solar home/community installations
  - GHG emission measure
- High rise apartment buildings continue to be built downtown-sustainable buildings with low-carbon usage-small apartments not too expensive. Redesign some empty buildings into apartment buildings or work share facilities. Encourage local farmers to distribute their food to residents.

- *A big boost to neighborhood viability is to work on making neighborhoods more self sustaining- services within walking distance. Part of CAP.*

Strategic Plan Action Input: Goal #5 Vibrant downtown

Action, measurement

Key Themes: Alleyways have opportunity to make downtown more vibrant. Public restrooms are needed. Faster wifi would help business.

- *Build comfortable bike and ped facilities between downtown and close-in neighborhoods. Continue to incentivize downtown residential uses  
-occupancy rates, tax receipts*
- *Planning and engineering committee could use expertise to create plan. Hold a student contest to modernize streetscape with grant for public art. Free wifi passwords if paying customer.  
-survey to measure opinion of streetscape changes, survey business on wifi change*
- *A CAP can inform and incentivize the growth and development of our downtown*
- *Infill, infill infill. Build up not out.*
- *Build and maintain more restrooms. Make all public buildings open to public for restrooms. Support existing small businesses.*
- *Public restrooms are huge challenge/expensive, but they are essential for people downtown.*
- *Build an elevated rail system from the state offices to downtown and then over to Union St. bridge to move people out of their cars and stop downtown congestion.*
- *Build more affordable apartment housing dt to turn dt into a place to live shop and be entertained.*
- *Spend parking tax on promotion. Get power/light to alleys. Public restroom. Bring back free speech kiosks  
-more diverse programming downtown*
- *Infill more affordable housing where possible downtown; more mixed use buildings. Parking garage expansion for downtown dwellers? Free high speed wifi in downtown core could help attract businesses and consumers*
- *DT is great but we need to make sure it grows and new businesses are accessible and welcoming to all. Does every place have to be 'hipster-y'?*
- *I would like all alleys named and have their own identity. Crosswalk installed from the alley across Chemeketa st.  
-# of people using alleys*
- *Encourage via public campaign to buy from local businesses and support your city and region. More housing in various price categories. No new bridge*
- *Better public transport in the inner city*
- *DT traffic calming. Encourage people to be DT with various activities throughout the day  
-people present at any time of day*

**BDS**

- *Name the alleys!*

- *Need young start up businesses via small business incubator for resources, training, partnership development, artist collective*  
*-least amount of corporate businesses as possible, local business open until at least 8pm*
- *Connect downtown to riverfront park, name the alleys, more restrooms open 24 hr*
- *An active downtown organization, name the alleys*  
*-with help from the main street organization*
- *Expand dt URA to include center st. to winter. Redevelop as primary shopping street; wider sidewalks, landscape, parklets*
- *Encourage small businesses DT. Remove 1 hour parking meters near dt*
- *Do something to get a grocery store downtown so it would be more livable*
- *Find the right folks to bring a Market of Choice to Salem. Possibly at the Kmart site on Mission st.*
- *The last 3 are most important to me- can't remember the group, but they work w cities on making them more friendly.*
- *Use "Strong Town" principles to encourage mixed use*
- *Any and every plan needs a serious climate component. Indeed, i'd like to see a 9th goal for a climate action plan*  
*-the creation of this 9th goal*
- *Improved digital infrastructure, rethink parking and increase available parking*
- *All nice ideas, after infrastructure, public safety and business development*
- *Make traffic move better, add lane to each existing bridge which is less costly than building 3rd street bridge*  
*-traffic moving better*
- *More public restroom, places for public to sit and enjoy DT, more nature and rooftop gardens.*
- *Charge a fee for every month of commercial real estate space dt w/ fee waived whenever space is occupied with business*
- *Use neighborhood greenways to connect homes, encourage more downtown apartments above commercial space*  
*-62 miles of constructed neighborhood greenways in next 10 years*
- *Expand parking tax area to increase cleanliness of sidewalks*

## Strategic Plan Action Input: Goal #6 Infrastructure

### Action, measurement

Key Themes: Majority want 3rd bridge, but must also improve current bridges/infrastructure for earthquake safety etc. More aesthetically pleasing, engaging infrastructure to encourage non-motorized vehicle transport and safety.

- *Maintain and improve what already have. If a 3rd bridge happens, make it further north to disrupt less residential area and toll both bridges, at least a peak traffic times*
- *Salem needs 'freeway connector' to connect downtown to I-5- mission street gets clogged as well as hwy 22- We need an expressway with minimal exits to our capitol buildings- This should be funded by the state. "Out of town commuters" should not be burdening our city*
- *Encourage people in Salem to vote for a new bridge for vehicles*  
*-preparation of land for a new bridge*
- *We could tax money from marijuana sales to build new one*
- *A 3rd bridge to support increasing population in Polk and Lincoln counties. Flood of 96 and other events necessitate emergency access and commute safety*  
*-completion of new bridge*
- *We need 3rd bridge between counties. Build it now!*  
*-relief in traffic congestion, better emergency response times*
- *We need 3rd bridge linking West Salem to much needed medical services to help reduce our serious traffic congestion.*  
*-Secure funds and begin building in 2 years*
- *I having been waiting 32 years since I left W Salem for another bridge north on Wallace R*  
*-something being done*
- *Build new bridge to ease traffic that currently feeds everything down wallace and into downtown bottleneck and back*  
*-new bridge*
- *Existing infrastructure needs to come first. Investing in the safety and stability of existing bridges is more cost-effective and less disruptive than building new bridges*  
*-public funding initiatives to finance seismic upgrades to existing infrastructure. Long term plan for infrastructure that includes seismic upgrade*
- *Build additional motor vehicle crossing from Marion to Polk counties. Restore vehicle lanes downtown from the new bike only laws*  
*-council resolution to have a bridge started if not completed in 3 years. Resolution this year*
- *Allocating all the new tax to reduce from all the increased development to a new bridge. You keep cramming more people into West Salem, how about more infrastructure!*  
*-a bridge!*

- *West Salem growth will slow without adding a bridge. Increased growth=increased revenue. We must think long-term. Salem is too stagnant and literally need more flow to attract next generation*
- *Build the bridge. The area continues to grow. It will grow, bicycles will not save you!*  
-*Move forward and make a decision. Do your job! Work for West Salem, stop holding us*

*hostage*

- *It is time to prioritize long-term infrastructure planning. 2 north lanes on Marion street bridge were constructed in 58*

*-I have been commuting W Salem to Salem since 1968 and have been waiting for a bridge. A reasonable measure of progress would be completion of 3rd bridge in 3-5 years*

- *Seek federal and regional funding to support construction of an additional bridge across from Willamette. Encourage truck use through higher downtown tolls for truck traffic*  
-*find funding!*
- *Upgrades of infrastructure over expenditures that would go to 3rd bridge*
- *Need another bridge, but not where proposed. Proposed 3rd bridge will not solve traffic because it does not address regional thru traffic. We need belt-line design that will provide access to and from I5*  
-*seeing action taken, don't need a bunch more talk*
- *3rd bridge build it now! Less bike lanes- listen to the majority of Salem who want bridge*
- *Build a bridge or stop expanding West Salem—safety and capacity*
- *Support the efforts of 3rd bridge over Willamette. Place city shops at top of the list for upgrade. Public info campaign to educate the community on the needs and importance of taking care of our assets*
- *Build another driving bridge, Fix the ones we have*  
-*When I can drive across dt and west efficiently and in timely manner*
- *Make a 3rd bridge and fix roads*  
-*keep tabs on them*
- *Build a bridge to West Salem now*
- *Build bridge now*
- *Build an additional bridge*  
-*When I have more than one congested option in and out of West Salem*
- *Build the bridge now*  
-*I am streamlined across the river via bridge*
- *Build the much needed 3rd bridge. W Salem expanding rapidly and traffic is awful*  
-*Start building the bridge NOW!*
- *Build 3rd bridge now*
- *Build bridge ASAP*
- *Build bridge*  
• *I would love to drive across that bridge, i'm 88 so you need to hurry*
- *Build the bridge x66*

- *Include CAP as integrated part of future infrastructure planning. Incorporate goal of rapid recovery from seismic disaster in all ongoing/future infrastructure.*  
-document specific sidewalk needs, track progress. Support public/private schools svc. Approach
- *Prioritize sidewalks and paths for multi-modal transportation. This will open opportunities for children and families*
- *Include all ages and races and asking them*
- *Infrastructure repairs brings jobs. No new bridge, fix existing bridges first*  
-put \$ down toward repairing existing infrastructure
- *Working with State of Oregon to prioritize seismic upgrades of union and center st. bridges*
- *Reroute bike paths off the street, create a path of there own*
- *Provide bike pedestrian infrastructure for all ages and abilities. Make active transport a viable option*  
-can every child reach their school by foot safely?
- *Prioritize main roadway. Partner with ODOT on road maintenance projects. Why is DOT repaving center st bridge but city of Salem did not repave East end bridge? Gov inefficiency*  
-publicize more freely action, plan etc on social media
- *Focus infrastructure \$ on improving livability closer in neighborhoods. Fund bike and ped improvement, parks, but not expansion of urban area. Sprawl is expensive.*  
-property values, percent of employment force that lives in Salem
- *Have international non profit group contract to repair the sidewalks*
- *Fix existing bridges before any new bridges*
- *Better safety, better roads, and justice for all*  
-email reports or progress to votes
- *Earthquake preparedness should be #1- retrofit and reinforce existing infrastructure to recover quickly from earthquake*
- *Hire HHPRI! Find ways to pay for upgrades besides raising property taxes*
- *No CAP- instead continue realistic environmental plans*
- *We need local sales tax to help fund/fix*
- *Repair existing bridges and retrofit to survive Cascadia earthquake*
- *These goals are important and are what our tax \$ are for*
- *Start planning for 2035, a city of 200,000+ people*
- *Review planned work on such projects*
- *We need sidewalk improvements. A bond to fix them all would generate lots of employment. Add climate AP to jump start this project*
- *I do not know but I feel this is one of the most important action items. Sidewalks, street, water, and utility lines need to be safe and maintained*
- *Infrastructure is vital-child- friendly neighborhoods more important/thoughtful*
- *My friend tripped on uplifted sidewalk section is SE and fractured 2 vertebrae. Fix sidewalks*
- *Rationalize infrastructure systems geographically by annexing large highly urbanized area im W Salem. Don't overbuild infrastructure you can't afford to maintain*

- *Aesthetic value of public spaces. Commercial street is ugly, needs trees, signage, public art. Bus stops designed by artists*
- *More community gardens, public art, clean sidewalks more benches*  
*-offer city support-trucks- some tools for neighborhood clean up with a city staff person*
- *Don't rely on volunteers, Hire people to do the work. Prioritize long term infrastructure.*  
*-measure by inventory by inventory of assets "up to date" vs. needs repair x2*
- *Let's build infrastructure that pays us, rather than infrastructure we need to pay for*
- *Delegate all support for streets and roads from property tax*
- *Maintain existing infrastructure and build additional always w/ lens of creating a low-carbon community. CAP. x16*
- *Clean water in all schools. Water delivery is the key to modern living.*  
*-Test water/grade all water/sewer like roads on a scale of 1 to 5*
- *Replace outdated and inefficient city hall*
- *Prioritize most needed repairs*
- *Get weekend and evening bus service*
- *Forward thinking solutions. Safety for bikers. Water reuse, business use reclaimed water for toilet, irrigation.*
- *Build elevated rail system from state offices to downtown over top of union st bridge to carpark by Wallace N Park*
- *Ride sharing like method for putting neighborhood wells for irrigating household/public area gardens/biophilia landscape*
- *Biosurrate increase*
- *Safe, secure infrastructure as essential to maintain. Prepare for Cascadia earthquake*
- *City has been growing. Have people check their smartphone maps to see where traffic is and route accordingly*
- *Too many city employees are spoiled and do minimal work*  
*-set realistic goals*
- *Incorporate the natural world, clean up water, let's clean up the water that goes into creeks and rivers*  
*-when I see on-street parking turn into bike paths, I see some progress*
- *Treat internet availability to city surroundings as critical as infrastructure*
- *Build more roundabouts instead of more turn lanes. Build another bridge when you can pay for it and after the existing ones are seismically safe*
- *Concern about wise use of resources- more biking and pedestrian, transit.*
- *Sidewalks, pedestrian friendly, parks for kids to play in, bikeways and safe bike trails*
- *Fix existing bridges (earthquake prep), not third bridge.*  
*-complete projects*

## Strategic Plan Action Input: Goal #7 City Service and Available Resources

### Action, Measurement

Key Themes: More transparency with local spending, reevaluating current spending.

- Rewrite M97 w/ a focus on complete transparency and disclosure spending every quarter if necessary, class corporations NEED to pay their fair share
  - Write the proposal and put it on the next ballot
- Invite public to participate in developing a sustainable finance plans
  - Output → sustainable finance plan reflecting community values and input
- Don't build 3rd bridge- it's not cost effective. Fix existing bridges, earthquake proof, and add lane to each
  - saving our tax dollars for real needs
- A good climate action plan can produce a valuable increment of increased efficiency for city operations. One should absolutely be developed
- I want more clean energy, renewables
- Check that wages are in line with prevailing wages, evaluate which ones be accomplished w/public/private partnerships
- Reduce services that are not mission critical and focus on core competencies
- City service expanded
- Don't build a 3rd bridge, stop wasting \$ on new bridge when existing transportation infrastructure needs upgrading x2
- When monies are restricted go back to the basics; define your core services and build from there.
  - publicize more about actions plans etc. If it wasn't for the activist group, I wouldn't have known about meeting
- Have more CPA grads as interns to monitor auditing
- Stop spending money on the Salem River Crossing Project
- Not spend \$ on third bridge
  - How \$ is used to prioritize other more crucial needs-Public transport
- Create street network access fee charged to all residents based on the # and size of cars
  - Take roads out of property tax, Fund roads w gas tax and street access fees
- Revenue committee- small fees on lots of stuff. Explore congestion pricing for downtown
- CAP in next five years
- We need to develop local revenue sources
- Children need to be the priority in making decisions
- Actively inform people of the processes starting, and communicate in various ways they can participate
  - Focus on services, stability, infrastructure, future, orientation

- Evaluate tax structure or lack of taxing to state businesses and buildings to see if these could provide revenue for the city. Local citizens have to make up for the lack of revenue/taxes from city buildings  
-That adjustments were made to taxing that state buildings to city of Salem for use of land
- Consider a zero base budgeting process
- Develop additional revenue source with public input  
-New revenue source that is expected to bring in \$
- Long term fiscal sustainability depends on environmental sustainability. Clean water.
- Can City of Salem create a revenue stream by having its own VISA card?
- I'm disappointed that the word sustainability is only being used tonight in relation to finance and not environment. Need citizen oversight committee with econ. Professor from Willamette uni.  
-on budget, # participating
- Change tax structure at state level
- Make Salem car optional city
- Should tie also to business input as they are primary resources to fund everything
- Engage outside audit company to review city services used internally vs. private sector  
-lower cost of operations
- Address the effect of automation on labor over next decade
- We all have to live within our budgets. The police structure will cost more than ballot measure allowed. Please stop talking about third bridge
- PERS is crippling city, countries, unfair to taxpayers
- Annex urbanized area in East side
- Negotiate w/ state to leverage additional city funding/program x2
- Gov. schools non profits pay property tax, even if low %. High income tax for people who earn 75000+, Crowd fund projects, Increase business tax
- Reallocate programs which are not in alignment with current funding/service priorities
- Increase resources by building strong solar industry, CAP  
-# on installations
- CAP, upgrade existing bridges
- Slow down spending on new projects, incremental growth
- Sustainable development would be helped with CAP

## Strategic Action Plan Input: Goal 8 Public Transportation

### Action, Measure

Key Themes: Transit services extended to evenings and weekends. Smaller buses, more frequent stops. Measured by increasing amount of people walking, biking and using transit.

- *Have bus service on weekends-evenings x19  
-start small*
- *More services for disabled individuals and for people working on weekends  
-% of people riding the bus*
- *Fund transit via street access fee based on size/# of vehicles and proximity to intersections so that residents of large lot houses pay most, and small dense residents pay least*
- *It is more expensive to purchase bus pass daily. This disproportionately affects those without immediate means to purchase a monthly or yearly pass, these people would spend more money in the long run furthering financial crisis. We need an income based monthly pass cost  
-by monthly passes bought in comparison with daily*
- *Reinstitute night and weekend bus service, extend routes so that they are more convenient to users*
- *Park and ride lots where people can park and bus to destinations*
- *Smaller more frequent buses. Explore how poor countries solve their city transport issues  
-bus service on weekends*
- *Must have weekend limited service 9am-7pm*
- *More bus service w/ more stops. CAP to reduce carbon emissions encourage Public Transit*
- *So much of what Salem is doing fits under CAP- a great deal of good publicity, grant \$, new business development will come if you begin to take credit for it*
- *Charge less to use Public Transit  
-increased ridership*
- *More efficient city vehicles- more opportunity to get downtown to take advantage of the great local restaurants and shops  
-we need to measure carbon emissions now and monitor frequently, reduce climate change*
- *Integrated transport plan that allows people to carry out activities of daily life in active ways with less need for cars*
- *More public transit, routes consistent with development plans  
-usage of public transit, walking and biking, less usage of single occupancy vehicles*
- *Work w state agencies employers on this. No 3rd Bridge, Climate Action Plan*
- *Public transit is smart investment and contributes positively to health, environmental quality, climate change, reducing traffic. Makes more an attractive, efficient city*
- *This is a priority action to me- first priority! Salem needs covered bus stops- it rains here. Expand services use smaller buses.*
- *Emphasize multi-model, have smaller buses, support statewide funding proposal, offer night and weekend transport*

- can measure after services are in place- provide surveys to people who use Triplink
- Disengaging with organizations (Salem chamber, realtors) who stand in the way of increased transit options
- City takes over transit- taxed us accordingly to our wealth
  - free service to ride
- Smaller buses, ride share
  - buses are making a profit, people using night and weekend buses, more parking downtown, parking garages for ride sharing cars
- Make bike lanes safer, Do not waste money on the new bridge
- Organize carpool council for each neighborhood
  - make pie graphs for each month the carpool is used
- Put transit plan under city gov't
  - more taxes on gasoline
- Jitney buses, rideshare, uber that can use bus stops on weekend- the fastest way to get transit going on weekends
  - # of riders served
- Spend no more money on infrastructure for cars until Salem is a car-optional city, make cars/drivers pay 100% for streets and roads- get streets and roads out of the property tax
- Make certain objective measurable standard for 'success' for bikes that are in balance with impact on vehicle traffic
  - traffic engineers come up with pro's/con's and ways to measure. I fear bike lanes (exclusive) is failure.
- Bike paths that connect and do not leave you stranded. Reverse change to bus lines
  - more bike/riders/less cars
- Support statewide funding measure for public transport. Partner w transit board/staff as sidewalks and infrastructure is planned for new construction to include bus stops, bike and ped amenities.
- Downtown core street car service, rental bike stations
- Parking lots/garage on the West side, add bus service adequate to get people to Salem, work, school, doctor, dinner, theater
  - fewer cars in streets
- Partner w chariots- transport needs cross city boundaries
- This issue belongs with Transit District perhaps more education is required to let the public know that
- Let's strengthen our public transit resources and nurture and create alternative modes, not only for drivers but those without cars and mobility limitations
  - reduced bridge traffic
- Millennials are not driving as much and want to live in car optional cities → capture them and stop brain drain out of Salem

*-more bike lanes in downtown core, buffered*

- *We need daily public transport for elderly, disabled and financially challenged. City should have plan with self-driving cars/technology advances*
- *Bigger bus system much cheaper than building roads and bridges*
  - clean air and longer lives*
- *Again try to pass board or some type of local tax increase to fund better bus service*
- *How about tolling all the current bridges for SOV only! That could encourage fewer unnecessary trips and carpooling*
  - weekend bus, Decreased SOV*
- *Smaller buses, not all routes need to go downtown, more crossing and connecting of routes*
  - seeing people get around*
- *We need a business tax to get weekend bus service. We can include this service in a CAP*
- *Integrate into CAP and protection of natural environment. No 3rd bridge*
  - # of roads with bus system, # of roads w/ bike lanes*
- *All transport systems should be family-friendly and should use renewable energies*
- *Great part of CAP. State transport may allow payroll tax w/out vote by Salem citizens. Then assess where bus service is most needed- more stops in W Salem*
  - did service expand? # of people served*
- *Partner with SKTD to lead on self-driving transit on frequent roadways*
- *Negotiate with chariots to add weekend and night services*
  - raise fares except for students, elderly and handicapped*
- *That is up to the transit district to work out- maybe educate the public on this*
- *A 3rd bridge w/ better transport and route option would help and NOT a toll bridge. Don't make it so that low income people can't get to work*
  - first step is later bus service and weekend*
- *3rd Bridge will help, get rid of buses and smaller vehicles*
- *Encourage chariots to resume weekend bus service and more frequent daily service, Lobby for commuter train from Portland to Salem*
- *Proper public transit must be self-supporting*
- *Include bike and ped facilities as public transport*
- *City should support financial efforts to expand transport and alternative multi-models*
- *The city should support our transit system and not the Chamber of Commerce*
- *Tax on commuter parking spaces*
  - how much money did you get?*
- *Create a system that makes Salem a car-optional city*
  - more people on the lines, fewer in cars*
- *Free bus passes "Annual Pass" for property owners who pay to support the busses with their property tax \$. Encourage ridership*

*-city council resolution this year*

- *Establish a system that fits the needs of the cities demographic population*  
*-publicize plans more*
- *Bridge in Salem*
- *Develop park and ride.*
- *All projects need to build with the low to no carbon future. Bike lanes that are separate from roads to improve safety.*  
*-Climate Action Plan*
- *Modernize the fare system on buses- Need \$1.6 M exact change for your fare?*
- *Partner with chariots and other community partners to start bike share system.*  
*-trips on bike or foot*
- *Neighborhood greenways- now, Support safe routes to school, comfortable infrastructure, reward those not using private cars*  
*-Hire bike/ped coordinator or specialized engines staff*
- *Promote the bus transit website to get info on routes and fares. Somehow find funding for evening and weekend service.*
- *Invest in mass transit*
- *Prioritize transit. 7 day service*
- *Eliminate free parking*
- *Comprehensive transit system*