

# WALKABLE, MIXED-USE AREAS STUDY: City of Salem





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- Attachment 3 - Fair and Equitable Housing Outcomes



The City of Salem has conducted this study of potential walkable, mixed-use areas in Salem, working with the Mid-Willamette Valley Council of Governments (MWVCOG). Walkable, mixed-use areas are urban, compact areas that support a mix of uses and access by people who walk, bike, or take transit. This study (Study) responds to and complies with new administrative rules that were developed through a rulemaking project called Climate Friendly and Equitable Communities (CFEC).

## Background

In July 2022, the Oregon Land Conservation and Development Commission (LCDC) adopted the CFEC rules, which aim to reduce greenhouse gas (GHG) pollution from transportation while increasing housing choices and creating more equitable outcomes for Oregonians. A major component of the rules requires Salem and other cities in metropolitan areas to identify potential walkable, mixed-use areas (WaMUAs) – referred to by the State as “climate friendly areas” (CFAs) – and then adopt regulations in these areas to promote development.

This Study completes the first phase of that two-phase process. It relies on and builds upon the Our Salem project, which rezoned many areas – particularly transit corridors – for mixed-use development. The MWVCOG conducted the majority of this Study, with assistance from City staff and funding from the Oregon Department of Land Conservation and Development (DLCD).

## Overview

This Study identifies and examines potential WaMUAs as required by the CFEC rules. OAR 660-012-0315 (4) outlines the components that are required to be included in this Study. Those components are listed below, with references to each attachment that provides detailed data, maps, and information.

Attachment 1 includes all of the technical memos provided by the MWVCOG. [The first memo - Background and Summary of Technical Process](#) - is a summary of the process that the MWVCOG conducted to complete this Study, and it includes a list of all of the additional technical memos.



1. Maps showing the location and size of all potential WaMUAs
  - The maps were provided by the MWVCOG.
  - [Technical Memo #2](#) describes the initial set of candidate WaMUAs.
  - [Technical Memo #4](#) shows the potential WaMUAs that were selected and further analyzed for compliance with CFEC rules.
2. Preliminary calculations of zoned residential building capacity and resultant residential dwelling unit capacity within each potential WaMUA
  - The analysis was conducted by the MWVCOG.
  - [Technical Memo #1](#) identifies the amount of housing units required to meet WaMUAs capacity requirements.
  - [Technical Memo #5](#) provides the preliminary calculations and residential capacity within each of the initial set of candidate WaMUAs.
  - [Technical Memo #4](#) provides the preliminary calculations and residential capacity within the potential WaMUAs that were selected and further analyzed.
3. Community engagement plan for the designation of WaMUAs
  - The community engagement plan was developed by City staff and Kearns and West, a consultant hired and funded by DLCD.
  - Attachment 2 is the community engagement plan.
4. Analysis of how each potential WaMUAs complies with or could comply with CFEC location requirements for WaMUAs
  - The analysis was conducted by the MWVCOG.
  - [Technical Memo #4](#) provides a detailed analysis of how each potential WaMUA complies or does not comply with the CFEC location requirements.
5. Preliminary evaluation of existing development standards within potential WaMUAs and a general description of any changes necessary to comply with CFEC land use requirements for WaMUAs
  - The analysis was conducted by the MWVCOG.
  - [Technical Memo #4](#) provides the detailed analysis of existing development standards in each potential WaMUA and states whether the standards comply with the CFEC land use requirements.
  - [Technical Memo #7](#) summarizes the zoning code changes needed to comply with CFEC land use requirements.

6. Plans for achieving fair and equitable housing outcomes within climate-friendly areas
  - The analysis was conducted by the MWVCOG, with revisions by City staff working with community leaders.
  - [Technical Memo #6](#) provides an anti-displacement spatial analysis.
  - Attachment 3 describes the additional engagement, planning, and analysis that City staff completed with community leaders to refine the locations in Salem that are at risk for displacement and identify potential strategies to mitigate that risk.



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## Memorandum

**Date:** March 20, 2023  
**To:** City of Salem, City of Keizer, and Marion County staff  
**From:** Kim Sapunar and Scott Whyte  
**Re:** **Background and Summary of Technical Process**

### Background

The Land Conservation and Development Commission launched the Climate-Friendly and Equitable Communities rulemaking in response to Governor Brown’s Executive Order 20-04. It directed the Department of Land Conservation and Development “DLCD”, to amend rules governing Oregon’s planning system for communities in Oregon’s eight most populated areas. In July 2022, new rules were adopted.

The rules require cities with a population over 5,000 within the seven metropolitan areas outside of Portland Metro to adopt regulations allowing walkable mixed-use development in defined areas within urban growth boundaries. The rules provide a two phased process for local governments to first study the potential designation of CFAs, then in a second phase to adopt development standards for those areas.

The work done by the MWVCOG in this project implements OAR 660-012-0315 (4), which requires local governments to submit a study to identify potential CFAs by December 31, 2023.

### Overview of Work

The rules specify two methods of CFA implementation for jurisdictions to choose from, Salem, Keizer and Marion County chose to follow the prescriptive path for the study as specified in [OAR 660-012-0310](#). There are many parts and conditions outlined in the rules, and guidance has been provided by DLCD in the implementation of the code. The resulting technical memos step through the details of analysis, and zoning code compliance. Briefly, there are several key factors to keep in mind when reading the study material that are specified in the rules.



- The prescriptive analysis path is a zoning capacity analysis. That is, without regards to what is currently built, it looks at what is possible to build. This differs from a buildable land inventory or housing needs analysis that inventories vacant, partially vacant, or re-developable land. For this study, existing land uses are not part of the evaluation.
- Zoning by area is “built out” to capacity, from the total build-out **only 30%** is counted towards future housing, no matter what the underlying zoning category as per the rules.
- The target amount of housing to be accommodated by CFA(s) is determined by the rules with a unique formula of [(all existing housing + future need = Total) \* 30%]. The target number is 30% of **both** existing and future housing combined.
- The future housing need number is taken from work done by the city or county through a housing needs analysis (HNA). This supplies a target number of needed/future housing units over a 20-year planning horizon. The future year of the HNA planning horizon depends upon when the HNA was last updated. Salem and Keizer are required to update their HNA every 8 years.
- Existing housing unit counts come from 2020 census data to allow for the summary of housing by unique areas, for example outside of the city limits but inside of the urban growth boundary. The summaries were done using a geographic information system (GIS) census layer.
- This study does not include a market analysis. It calculates the potential that could be built based on zoning code, not necessarily if or when it will be built.
- The existing housing, currently located in a potential study area does not factor directly into the CFA determination.
- After a CFA study is complete, and CFA boundaries are adopted and implemented by jurisdictions by the end of 2024, other supporting planning plans will be updated by jurisdictions, including Transportations System Plans (TSPs), zoning code or comprehensive plans as necessary.

A summary of the Technical Memos is listed below. Several of the memos contain overlapping information, as the calculation process was often iterative, referencing another part of the work.

- Technical Memo #1 – Housing needs, Dwelling Unit Capacity
- Technical Memo #2 – candidate CFAs
- Technical Memo #3 – coordination between Marion County on CFAs adjacent to city limits
- Technical Memo #4 – Existing and Potential Development Standards Analysis
- Technical Memo #5 – Dwelling Unit Capacity Analysis (of existing and potential development standards)
- Technical Memo #6 - Anti-Displacement Spatial Analysis
- Technical Memo #7 - Final CFA calculate dwelling capacity, and necessary compliance of CFA



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## Memorandum

**Date:** February 28, 2023  
**To:** City of Salem staff  
**From:** Kim Sapunar, Associate Planner, MWVCOG  
**Re:** **Technical Memo #1 Identify Housing CFA Need, City of Salem**

The city of Salem's target number of housing units to be accommodated with the designation of Climate Friendly Areas (CFAs), referred to in Salem as Walkable, Mixed-Use Areas (WaMUAs) is **25,956** units. This technical memo will show the steps behind the documentation of that number. This memo is part of Task 2 of the scope of work of the DLCD-MWVCOG intergovernmental agreement.<sup>1</sup> To determine the dwelling unit requirement for CFAs as described in OAR 660-012-0315(1), both the existing and future number of housing units are needed for the city of Salem.

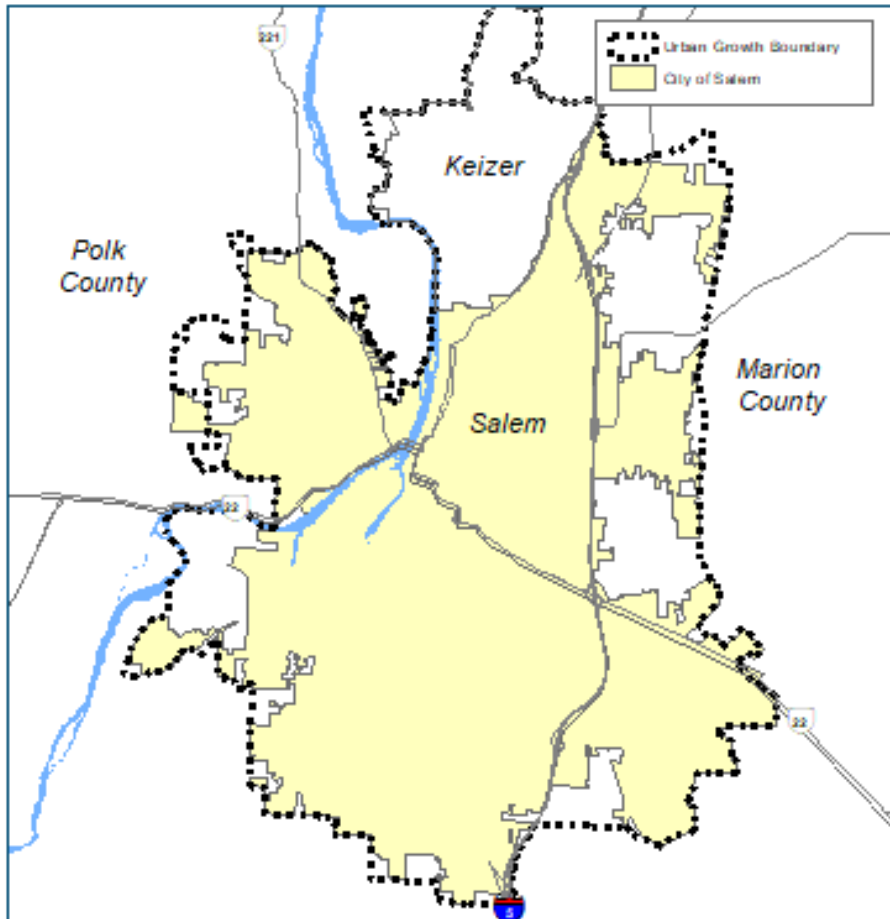
Several jurisdictional areas are referred to in this memo, and housing numbers are summarized by city limits, the urban growth boundary and divided between Polk and Marion counties. **Map 1** illustrates the Salem city limits in relation to its urban growth boundary, and the Willamette River serves as the division between Polk and Marion counties. The Salem-Keizer area is unique as it has a shared urban growth boundary between two cities. References in this memo will be for Salem's portion only of the shared UGB, not including calculations for the city of Keizer.

In addition, Marion County unincorporated area within the UGB is in an urban area required to establish CFAs of its own. This is a consideration when determining future needed housing for Salem and is addressed in Step 3 of the memo.

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<sup>1</sup> **From the Scope of Work:** *Identify Housing Needs within CFAs:*  
*The technical memo will describe the data and process to calculate the amount of required housing in CFAs to meet the 30 percent requirement in OAR 660-012-0315(1) for the City.*

Map 1 City Limits and Urban Growth Boundary



### Step 1: Calculate Existing Housing for the City

Existing housing numbers are available from the 2020 decennial census redistricting data, which provides housing counts by the small geography of census blocks<sup>2</sup>. This data is the result of the census enumeration and is considered very accurate. The data is available in a Geographic Information System and summarized to city limits and UGB boundaries.

From the 2020 census, **Table 1** shows housing units for the city of Salem and divided between Polk and Marion Counties (correlating to West Salem, and the rest of the city). The city of Salem 2020 housing unit count is 67,213. This is inside the whole of Salem's city limits.

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<sup>2</sup> OAR 660-012-0315(1)(b) indicates that the most recent housing capacity analysis provide existing and future housing numbers, however in order to determine the number of housing units split between Salem city limits and unincorporated Marion County within the UGB, 2020 decennial census data in GIS was used as the only available source. Salem's Housing Needs Analysis (HNA) did not provide this split of the UGB. The HNA (table B-2) used Census 2010, SF1 Table QT-H2 from the previous decennial census for a total of 57,290 housing units for the city only, a difference of 9,923 units compared to 2020 Decennial census data. As the difference was substantial, the 2020 data was used as it is far more current. This approach was confirmed with DLCD staff 2/14/2023.



Table 1 Existing Housing Units in City Limits

<b>Salem City Limits</b>	Existing Housing units from 2020 Census Redistricting
Housing units in Polk County (West Salem)	11,818
Housing units in Marion County (East Salem)	55,395
Housing units inside city limits of Salem	<b>67,213</b>

Step 2: Calculate Existing Housing for the UGB between Marion County and Polk County and between the City and Unincorporated Land:

Salem’s Housing Needs Analysis has determined future housing need for the whole UGB. To determine the correct allocation of future housing for Salem, and subsequently Marion County’s unincorporated area within the Salem UGB, the division between both Polk and Marion County, and then city and county housing is needed for allocating in the next steps.

**Table 2** shows the division of existing housing units for the UGB, with units in Marion County totaling **69,623**.

Table 2 Existing Housing Units by UGB

<b>Salem UGB</b>	Existing Housing units from 2020 Census Redistricting
Housing units in Polk County (West Salem)	12,489
Housing units in Marion County (East Salem)	<b>69,623</b>
Housing units Salem UGB	<b>82,112</b>

**Table 3** shows the division of those **69,623** units between the city limits and the unincorporated area of Marion County only.

Table 3 Split of Housing between City Limits and County Land

Housing split between city and county within UGB (Marion County only)	Existing Housing units from 2020 Census Redistricting
Inside city limits	55,395
Outside city limits	14,228
Total units inside UGB, Marion County only	<b>69,623</b>

### Step 3: Identify Future Housing Need

To identify future housing needs, the rules state OAR 660-012-0315(1):

“The total number of housing units necessary to meet all current and future housing needs shall be determined from the local government’s most recent adopted and acknowledged housing capacity analysis, by adding the total number of existing dwelling units identified in the buildable land inventory to the anticipated number of future needed housing units over the planning period”

Salem conducted a Housing Needs Analysis<sup>3</sup> as a precursor to their recent comprehensive plan update, *Our Salem*. The *Our Salem* update process was conducted over the last 4 years and adopted by the Salem city council in July 2022, at which time the Housing Needs Analysis was included in the adoption process. **Table 4**, which is a figure from the final report, shows a housing need of 23,355 units. This number was determined for the whole Salem UGB.

*Table 4 Figure from Salem HNA Needed Units*

**Table 4. Needed mix for housing built in the Salem portion of the UGB, 2015 to 2035 period**

Variable	Mix of New Housing Units (2015-2035)
<b>Total new dwelling units (2015-2035)</b>	23,355
Dwelling units by structure type	
Single-family detached	
Percent single-family detached DU	60%
<b>equals Total new single-family detached DU</b>	14,013
Single-family attached	
Percent single-family attached DU	5%
<b>equals Total new single-family attached DU</b>	1,168
Multifamily	
Percent multifamily detached DU	35%
<b>Total new multifamily DU</b>	8,174
<b>equals Total new dwelling units (2015-2035)</b>	<b>23,355</b>

Source: ECONorthwest

Note: DU is dwelling unit.

<sup>3</sup> Salem Housing Needs Analysis 2015 to 2035, December 2014, by ECONorthwest

Step 4: Calculate Future Housing Split between the City and Marion County

The future housing need for the UGB was divided between the city of Salem and unincorporated Marion County, based on the percentage of existing housing units in each area.

The number of Marion County housing units that falls outside of the city limits of Salem and is still inside the Salem UGB equals 14,228 units. The balance of the Salem UGB, without Marion County’s housing equals 67,884 units, this area includes the entire city limits, and a small amount of housing in Polk County that is also outside of city limits and inside of Salem’s UGB. Therefore, Salem has 83 percent of the housing in the UGB, and Marion County has 17 percent.

**Table 5** shows this split of housing numbers. Applying 83 percent to the HNA future housing total 23,355 results in **19,308** units as Salem’s future housing need (83% \* 23,355 = 19,308 housing units).

*Table 5 Future Housing Need*

Housing split between city and Marion County, whole UGB	Existing Housing units from 2020 Census Redistricting	Percentage of existing housing	Future Housing Units, split
Salem's (inside city limits and Polk County)	67,884	83%	19,308
Marion County unincorporated (outside city limits)	14,228	17%	4,047
Housing units Salem UGB	82,112		
Future Need from Salem HNA for UGB			23,355

Step 5: Calculate the Target Number of Housing Units for Salem CFAs

The target number of housing to be accommodated with the designation of CFA(s) is specified in OAR 660-012-0315(1): “... designate climate friendly areas sufficient to accommodate at least 30 percent of the total identified number of housing units necessary to meet all current and future housing needs”.

**Table 6** has existing housing from Step 1, and future housing numbers from Step 4 to equal 86,521 units. Applying the 30 percent per the rule results in a CFA target for the city of Salem of **25,956** units (86,521 units \* 30% = 25,956 target units)<sup>4</sup>.

<sup>4</sup> As noted in the IGA, there were preliminary estimates (for the purposes of scoping) of future housing and housing unit requirements in CFA, shown in table 1. “Noted that these numbers may be subject to revision as part of this task.” The final numbers derived in this process differ slightly from the original table, based on the correct calculation of existing housing units in the UGB.



*Table 6 Target Housing Number for Salem CFAs*

	Existing Housing Units from 2020 Census Redistricting	Future Housing Units (Salem only)	Total Existing and Future units	Target Number of Housing Units in the CFA(s) 30%
City of Salem (city limits only)	67,213	19,308	86,521	<b>25,956</b>



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# Memorandum

**Date:** February 28, 2023  
**To:** City of Salem Planning Staff  
**From:** Kim Sapunar, MWVCOG  
**Re:** **Technical Memo #2 Draft Candidate Climate Friendly Areas (CFA)**

From the DLCD/MWVCOG Scope of Work:

## **2.2 Identify Initial sets of Candidate Climate-Friendly Area (for City of Salem)**

City of Salem staff will work with Consultant to identify initial candidate CFAs within their jurisdictions, meeting the size and locational criteria of OAR 660-012-0310(1). Consultant and the City will initially identify the most promising candidate CFA-type areas of their respective jurisdictions to accommodate approximately **40 percent** of the jurisdiction's housing needs, as illustrated in the table 1. A description of this work and maps of the candidate CFAs for Salem will be put in draft **Technical Memo #2**

### Background

Beginning in late 2022, MWVCOG began work to evaluate potential areas for consideration of designated climate friendly areas (CFAs), referred to in Salem as Walkable, Mixed-Use Areas (WaMUAs), as part of the compliance for DLCD's recent Climate-Friendly and Equitable Communities rules, adopted in July 2022. As work began, and in the documentation of the process and the writing of technical memos, it became clear that there was overlap in necessary content between several of the technical memos. Technical memo #2 calls for identifying draft CFAs to meet the required housing targets, and this necessitated calculating initial potential development to see if requirements could be met which is the task involved in technical memo #5. The CFA assessment is an iterative process. This memo will cover the identification of candidate CFAs; the dwelling unit capacity details are in technical memo #5.

### Step 1: Identifying Initial Set of Candidate Areas

At the October 2, 2022 meeting with Salem staff, the general parameters and location requirements of potential CFA area were discussed, including this list of factors:

1. Size requirements 25 acres + and 750' +
2. Transportation links, core network, high frequency transit service
3. Recent applicable zoning changes to Mixed Use through the Our Salem update
4. Current urban centers
5. Proximity to employment centers.
6. Planned bike and pedestrian improvements

Using zoning maps of the Salem area, staff broadly indicated by drawing on maps where likely CFA areas could be located based on the above parameters. From that initial meeting, five areas were highlighted to begin calculations for potential housing development. The areas included the downtown, south of downtown, West Salem, Lancaster Drive and Market Street, and Liberty Road and Commercial Street.

### Step 2: Determine the Housing Capacity Parameters

With general areas identified, it was necessary to also begin the dwelling unit capacity analysis (Task 2.6) to be able to evaluate, compare and refine CFA areas. The analysis became iterative to provide quick feedback as to whether candidate areas were too far below or above the required 30% of housing need. This process is outlined in detail in technical memo #5.

### Step 3: Calculate initial Dwelling Unit Capacity

In a Geographic Information System (GIS) environment, Salem's most recent zoning layer was used as the development base. Following the steps outline in OAR 660-012-0315, the net developable area and dwelling capacity was calculated in GIS. While summarizing these results, it was clear that potential dwelling unit capacity far exceeded what was required; therefore only 4 of the 5 study areas were mapped and summarized for the next steps (based on preference previously expressed by city staff). This process is documented in technical memo #5.

### Dwelling Capacity Initial Results

The potential number of dwelling units for the four study areas totaled 55,262 units, substantially more than the needed number of 25,860. **Table 1** shows units by zoning type

for each of the four areas. Following Table 1 are maps of the four study areas (highlighted boundaries indicate which development areas are included in the tables).

Table 1 Preliminary Dwelling Unit Estimates

<b>Salem Preliminary CFA Estimates</b>					
<b>Target Units for CFA(s) =</b>	<b>25,860</b>				
<b>Area</b>	<b>Potential units</b>	<b>Acres</b>	<b>Zoning</b>	<b>Acres</b>	<b>Units</b>
<b>Downtown Salem</b>	<b>19,638</b>	252	CB	121	11,647
			MU-I	55	3,577
			MU-II	4	207
			MU-R	41	3,193
			RM2	29	757
			RM3	3	258
<b>West Salem</b>	<b>9,821</b>	142	MU-I	11	694
			MU-III	55	3,819
			RM2	19	505
			WSCB	58	4,803
<b>Commercial/Liberty</b>	<b>8,846</b>	191	MU-I	21	1,343
			MU-II	0	21
			MU-III	70	4,853
			RM2	101	2,629
<b>Lancaster</b>	<b>16,957</b>	301	MU-I	41	2,662
			MU-III	171	11,908
			RM2	91	2,388
<b>Four Locations Total=</b>	<b>55,262</b>				

Figure 1 Downtown Salem

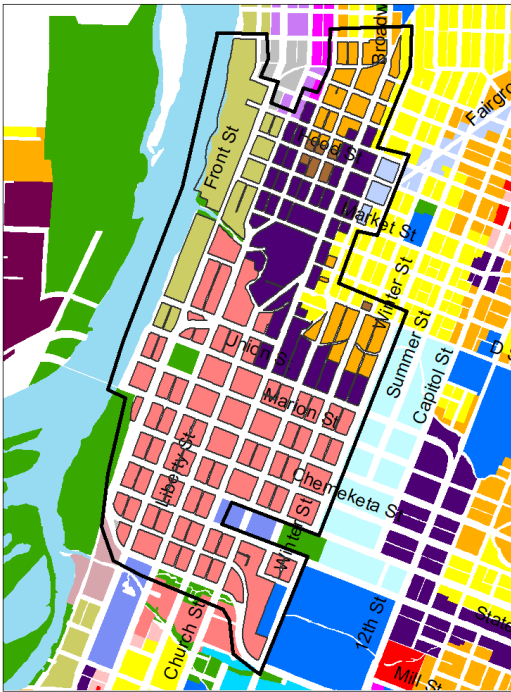


Figure 2 West Salem

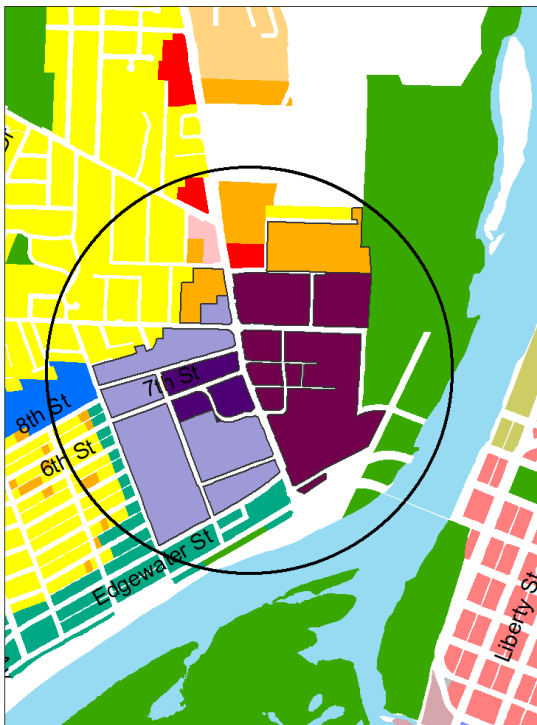




Figure 3 Liberty Rd and Commercial St

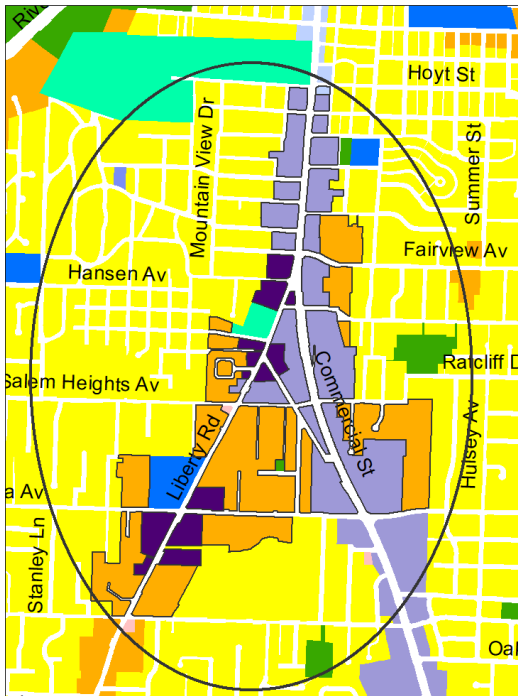
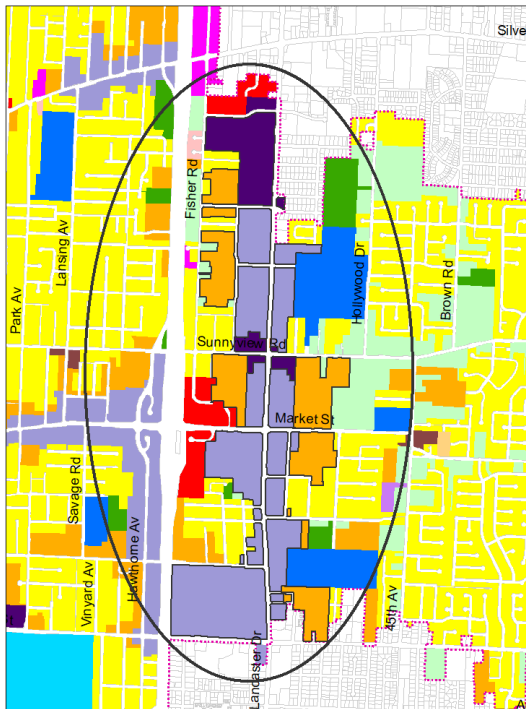


Figure 4 Lancaster Drive



### Next steps

These initial results were reviewed by city staff on Jan 4, 2023. From that meeting, it was determined to further refine and focus on the areas of the downtown, north of downtown and West Salem for candidate CFAs. After the decision is made on final CFA locations, technical memo #7 will document those selections.



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# Memorandum

**Date:** February 10, 2023  
**To:** City of Salem staff  
**From:** Kim Sapunar and Scott Whyte, MWVCOG  
**Re:** **Technical Memo #3 Coordination between Marion County, Salem, and Keizer for potential candidate CFA adjacent to city limits.**

## From the Scope of Work:

### **2.3 Identify Climate-Friendly Area Candidate Study Areas (within the Marion County part of Urban Growth Boundary, contiguous to the Salem or Keizer city limits)**

In addition to the work in Task 2.2, Marion County staff will work with City of Salem staff (and City of Keizer staff, as necessary) and the Consultant to identify one or more CFA areas in Marion County (contiguous to the Salem city limits or Keizer city limits - as per OAR 660-012-0310(1)(e) -- that meet the size and locational requirements of OAR 660-012-0310(1)(a)-(d). Per 660-012-0310(2), City of Salem, City of Keizer, and Marion County staff will coordinate on how these CFA area(s) will be used in the report to DLCD. From this work, Consultant will prepare draft Technical Memo #3 identifying Marion County's candidate CFAs contiguous to the Salem or Keizer city limits.

## Background

As the Scope of Work was being drafted for this project, several factors were unknown, and Task 2.3 was included as an option to be applied during the development of the candidate CFAs. The shared Salem-Keizer urban growth boundary includes the jurisdictions of Keizer, Salem, and Marion County. It was unknown where Salem and Marion County would choose to locate CFAs, and whether they may be adjacent to each other and to city limits.

## Applicable to cities in the rules is 660-012-0310 (2)

(e) Cities may designate climate-friendly areas within the urban growth boundary, but outside the city limits boundary, if the following requirements are met:

(A) The area is contiguous with the city limits boundary;

Salem is allowed to place a CFA/Walkable Mixed-Use Area outside of city limits, if all conditions are met, as there is land available of appropriate size. This rule option is not applicable for Keizer, as there is little available land outside of the city limits and inside the UGB that could satisfy the minimum CFA requirements as the boundaries are very close to coterminous.

Applicable to Marion County in the rules for coordination is 660-012-0310 (3)

(3) Cities and counties shall designate climate-friendly areas. Counties with planning jurisdiction in unincorporated areas provided with urban water, sanitary sewer, stormwater, and transportation services within an identified urban growth boundary shall coordinate with the respective city or cities to address climate-friendly area requirements for those areas.

1. Salem's Work to Locate Draft CFAs

Salem initially evaluated multiple locations around the city for potential CFAs. One of these locations was along Lancaster Drive, from Silverton Road to Center Street. This area is adjacent to the city limits. Early in the process of evaluating the potential dwelling unit capacity and best suited existing zoning categories, the city focused its choice of candidate CFAs (walkable mixed-use areas) in the downtown area, north of downtown and in West Salem. At this time, the city does not intend to designate a CFA contiguous with or extending past the city limits.

2. Marion County's initial CFA locations

To meet many of the CFA requirements including transit served corridors, close proximity to, areas planned for, or provided with, high-density residential uses and a high concentration of employment opportunities, Marion County's primary suitable area is located along Lancaster Drive. This area is predominately commercially zoned property with some multi-family land. The length of Lancaster Drive is both in and outside the city limits.

3. Keizer

The county's zoning contiguous to the Keizer city limits is AR (agriculture) and EFU (exclusive farm use) and not served by transit, therefore is not currently suitable for CFA

designation for Marion County. It was not necessary to create or coordinate CFA work between the two jurisdictions.

### Coordination

At the first project management team meeting, general geographic locations for CFAs were discussed. The city had no objection to Marion County designating CFA locations along Lancaster Drive, nor did Marion County object to any CFAs the city may place in the same vicinity. After initial work, the city is not pursuing a CFA that would extend beyond city limits with Marion County, as allowed by the rules.

Marion County's final CFA will likely be in proximity to Salem's city limits due to the previously stated conditions which make the area suitable for the county, however this did not necessitate creating a process beyond the CFA work currently being conducted for both jurisdictions.





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# Memorandum

**Date:** April 4, 2023  
**To:** City of Salem Staff  
**From:** Scott Whyte MWVCOG  
**Re:** **Final Technical Memo # 4 Current Development Standards**

## **From the Scope of Work:**

### **2.5 Existing and Potential Development Standards Analysis**

Consultant will work with the City of Salem staff to summarize the current development standards for the city as they would apply to candidate CFAs, including applicable setbacks, allowed building heights, open space requirements, on-site parking requirements, and other parameters described in 012-0315-(2). In addition to the current development standards, the Consultant will work with the city to develop one alternative set of development standards, based on development standards that the city anticipates will be needed for CFAs. From this work of summarizing current development standards and developing an alternative set of development standards, Consultant will prepare draft **Technical Memo #4**.

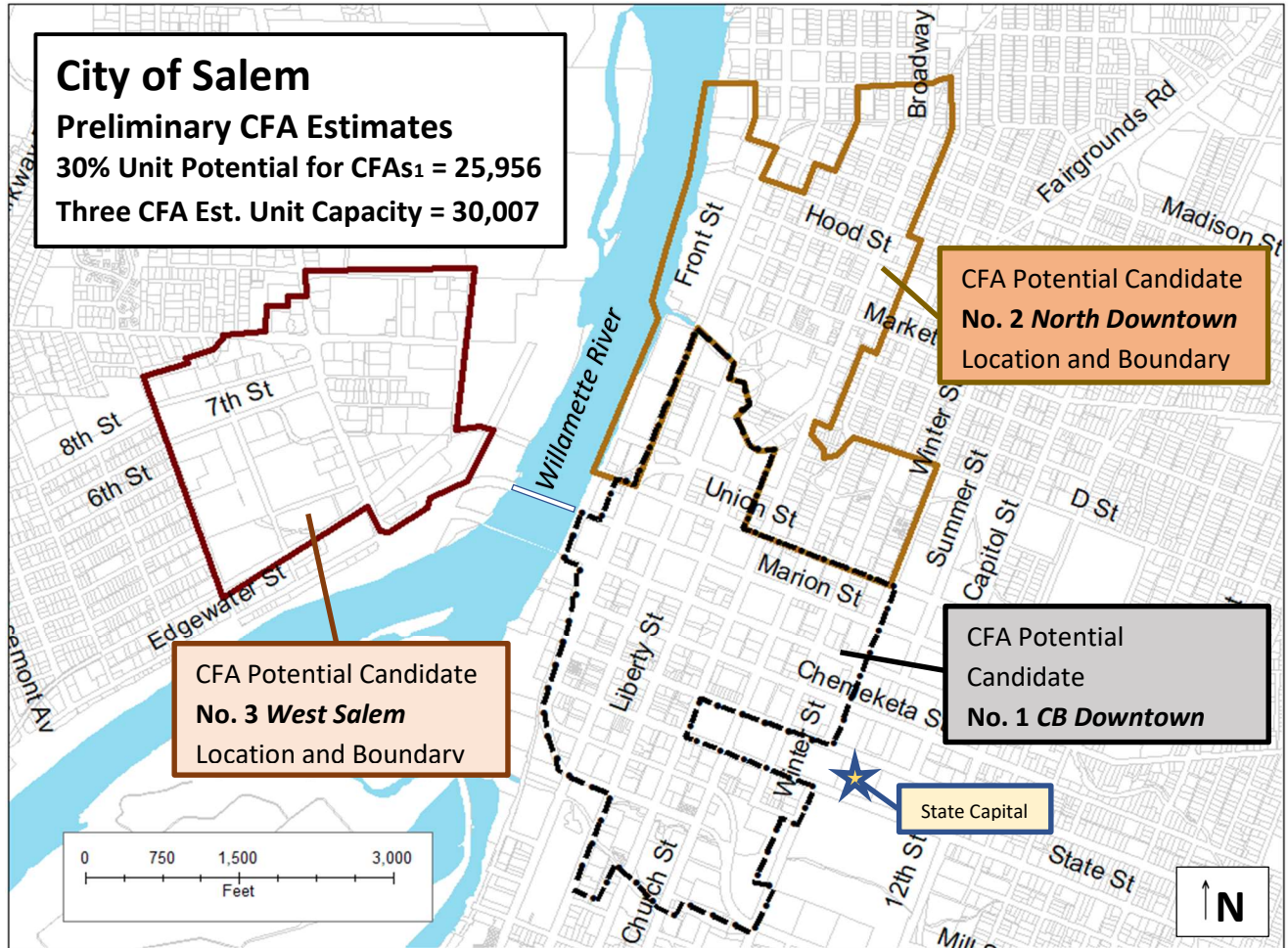
## **Background**

Salem staff identified five original areas with the greatest CFA potential. After initial draft results were estimated, staff selects three areas to evaluate as CFA/Walkable Mixed-Use Areas, including the downtown, north of downtown, and West Salem. Draft technical memo #4 developed candidate score sheets to evaluate each of the three areas and the development standards for each zoning category included in the locations. The city did not choose to evaluate substantial changes to development standards as an alternative, as the majority of current zoning parameters would allow for expected and reasonable development within candidate areas. Comments were received from city staff on draft memo #4 and incorporated into this final memo.

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown**, **No. 2 North Downtown**, and **No. 3 West Salem**



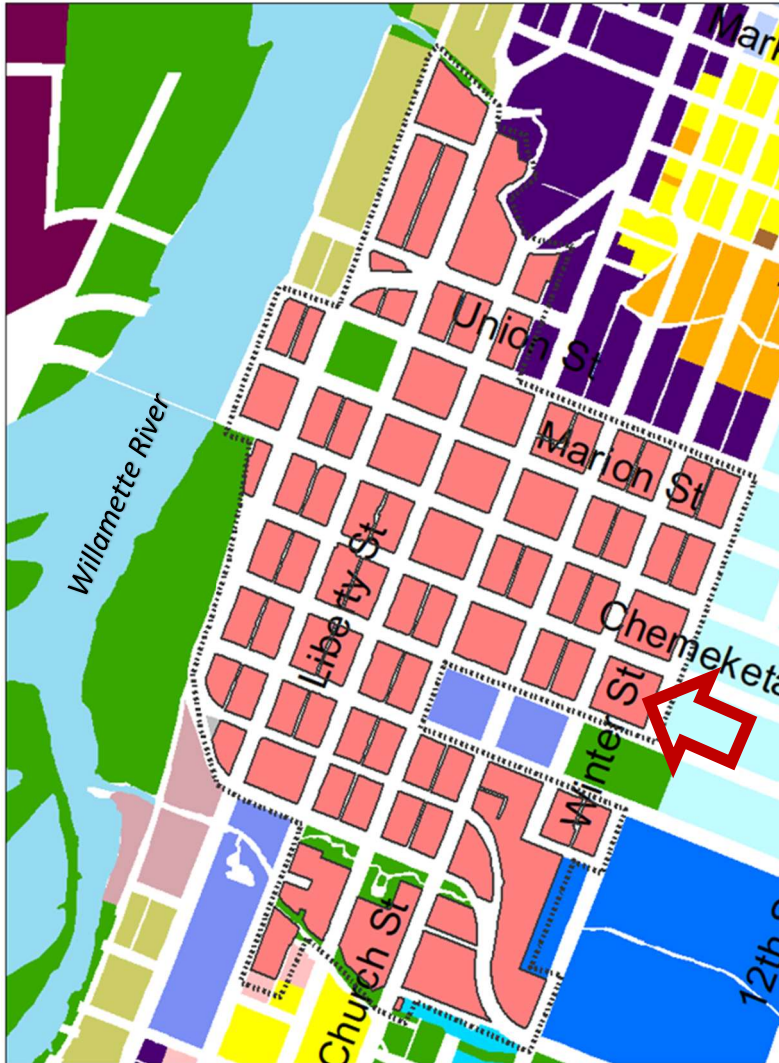
Potential CFAs	Unit Potential	Acres	Zoning	Acres	Units
<b>No. 1 CB Downtown</b>	12,944	134	CB	134	12,944
<b>No. 2 North Downtown</b>	7,747	127	MU-I	55	3,577
			MU-R	41	3,193
			RM2	28	742
			RM3	3	234
<b>No. 3 West Salem</b>	9,316	123	MU-I	11	694
			MU-III	55	3,819
			WSCB	58	4,803

1. According to OAR 660-012-0315(4) potential CFAs must be cumulatively sized and zoned to accommodate at least 30% of the total identified number of housing units necessary to meet current and future needs.

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown) = 134 acres

Estimated total number of units for CFA Potential Candidate **No. 1** (all CB zoned properties in downtown) is 12,994 or approx. 50% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 1

#### CB Downtown

Specific to properties zoned Central Business (CB) located in downtown Salem.

■ CB - Central Business District  
 See **Red Arrow** for general location

CB Area: Total of **134** acres.

**12,944** units net development capacity potential  
 (by existing zone standards or **50%** of identified current/future need)

Comp Plan: Central Business  
 Allowed Uses: Mixed-use / several  
 Existing Uses: Mixed-use / several

Transit Service: On Cherriots ¼ hr. service route(s)

Bldg. Height: No maximum  
 Res. Density: 20 units / acre (min.)  
 Lot Coverage: None  
 Setbacks: Front – 0 ft. min.  
 Side – 0-ft. min.  
 Rear-- 0-ft. min.

Utilities: Water, Sanitary Sewer & Storm - all within

See following pages for area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (CB bulleted)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	Y Y Y	<ul style="list-style-type: none"> <li>• <b>CB</b> zone has width &gt;750-ft. &amp; &gt;25 acres (134 acres).</li> <li>• ¼ hr. for Liberty, Front, High, Marion + transit mall.</li> <li>• Employment opportunities include retail, office, service, government.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial) Y for zone (partial)	<p><b>CB</b> zone prelim. calcs. of CFA area shows potential for 12,944 units, or 50% of the 30% current/future need.</p> <p><b>CB</b> has no maximum density.</p>
Res. Density - <i>if Primary CFA</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	N	<ul style="list-style-type: none"> <li>• <b>CB</b> zone for residential at minimum of 20 du. / ac. <b>2</b></li> </ul>
Res. Density - <i>if <u>not</u> Primary</i>	012-0320 (8)(a)(b)	Min. 15 or 20 dwelling units per net acre.	Y	<ul style="list-style-type: none"> <li>• <b>CB</b> zone complies if not set as Primary CFA.</li> </ul>
Building Height – <i>if Primary CFA</i>	012-0320 (8)(c)(B)	Min max height of 85-ft.	Y	<ul style="list-style-type: none"> <li>• <b>CB</b> zone has no max height.</li> </ul>
Building Height – <i>if <u>not</u> Primary</i>	012-0320 (8)(b)(B)	Min max height of 50-ft. or 60-ft.	Y	<ul style="list-style-type: none"> <li>• <b>CB</b> zone has no max height.</li> </ul>
Currently served or planned to serve ped, bike & transit.	012-0310 (2)(c)	Shall be in areas served or planned for service – high quality pedestrian, bicycle and transit.	Y	<ul style="list-style-type: none"> <li>• Several streets served by transit (Cherriots bus).</li> <li>• Wide sidewalks, bike lanes</li> <li>• Street trees, other. <b>3</b></li> </ul>



# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (CB bulleted)
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments <b>4</b></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Most <b>CB</b> properties above known Base Flood (BFE).</li> <li>FEMA Flood Map <b>5</b></li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y	<ul style="list-style-type: none"> <li><b>CB</b> zone is mixed use zone.</li> <li><b>CB</b> list of allowed uses generally consistent with rule. Rule also shows “attached SF residential.”</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>CB</b> zone implements Comp Plan Map designation.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas. In part, rule refers to streetscape & landscape.	Y	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard. Existing/planned parks in/near <b>CB</b> include: Riverfront Park, Mill Race Beautification, Pringle Park, Marion Square Park, Mouth of Mill Creek.</li> </ul>



# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

## City of Salem - CFA Potential Candidates – See Maps for Location & Area **No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

**Footnotes:** See Next Page.

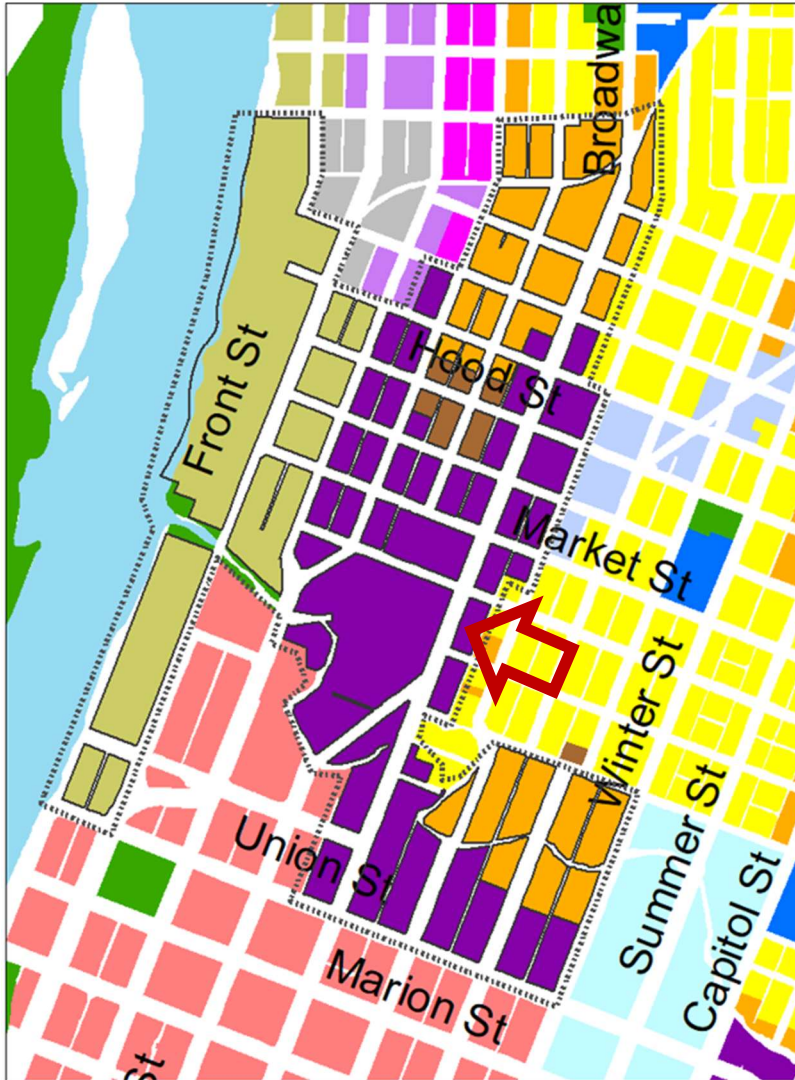
- 1** Estimated resultant unit capacity shown for potential CFA (No.1 above) is based on:
  - a) net developable area of all parcels zoned [**CB**] inside boundary, without:
    - i. public parks & open spaces
    - ii. public right-of-way
    - iii. known Goal 7 Natural Hazards (Mapped Floodway of Willamette River & Mill Creek)
    - iv. known public service infrastructure (e.g., power substations, large utility trunk-line easements)
    - v. known Goal 5 sensitive areas (easements & tracts created for nat. resource preservation)
  - b) then converted to sq. ft., followed by subtraction of [**5% for CB**] zone-based standards, acknowledging:
    - i. minimum setbacks (if/where applicable)
    - ii. required landscape or open space as % of development (if/where applicable)
    - iii. maximum lot coverage standards (if/where applicable)
    - iv. minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - c) then multiplied by the max number of floors, following rule standard for max height / floors [**7 for CB**].
  - d) then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - e) then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).

Only prescriptive min. densities (012-0320(8)) for residential are provided.
- 2** According to rule in OAR 660-012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described in this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method. **CB** zone min. of 20 d.u./ac. is applicable to development that is exclusively residential. Zone requires a min. FAR of 2.0 for all uses (Table 524-3).
- 3** To this portion of Salem, existing sidewalks are curb-tight but wide (8 to 10 ft. width) & street trees. Downtown streetscape design standards apply. Pedestrian walkways are also buffered with bike lanes, Family-Friendly Bikeways, CB zone includes Transit Mall, regional hub.
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown above) = 127 acres

Estimated total number of units for CFA potential candidate No. 2 (all four zones combined) is 7,747 or approx. 30% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 2

#### **North Downtown**

Specific to properties zoned MU-I, MU-R, RM2 & RM3, within outlined area.

Data specific to MU-I shown below.

**MU-I - Mixed Use-I**

See **Red Arrow** for general location.

MU-I Area: Total of 55 acres

3,577units net development capacity potential (by existing zone standards or 14% of the identified current/future need)<sup>1</sup>

Comp Plan: Mixed Use

Allowed Uses: Mixed-use / several

Existing Uses: Mixed-use / several

Transit Service: On Cherriot's ¼ hr. service route

Bldg. Height: 65-feet max

Res. Density: 15 units / acre (min)

Lot Coverage: None

Setbacks: Front – 0 ft. min.\*

Side – 0-ft. min.\*

Rear-- 0-ft. min.\*

\* with exceptions

Utilities: Water, Sanitary Sewer, Storm - all available.

See following pages for area and capacity analysis in review of OAR 660-012-0310,

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-I bulleted)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	Y  Y  Y	<ul style="list-style-type: none"> <li>• <b>MU-I</b> zone width less than 750-ft. (parts) but meets if abutting w/ other CFAs &amp; is &gt; 25 acres (55 acres).</li> <li>• High/Broadway streets w/ transit at ¼ hr. service.</li> <li>• Employment opportunities include retail, office, service, government.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial)  Y for zone	Prelim. calcs. of CFA area show potential for 3,577 units, or 14% of the 30% future need. <b>MU-I</b> has no maximum density.
Res. Density - <i>if Primary</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	N	<ul style="list-style-type: none"> <li>• <b>MU-I</b> zone for residential at minimum of 15 dus / ac. <b>2</b></li> </ul>
Res. Density - <i>if not Primary</i>	012-0320 (8)(a)(B)	Min. 15 or 20 dwelling units per net acre.	Y	<ul style="list-style-type: none"> <li>• <b>MU-I</b> zone complies if not set as Primary CFA.</li> </ul>
Building Height - <i>if Primary</i>	012-0320 (2)(c)(B)	Min max height of 85-ft. allowing five floors.	N	<ul style="list-style-type: none"> <li>• <b>MU-I</b> zone has max height of 65', 45' if abutting Hist. D.</li> </ul>
Building Height - <i>if not Primary</i>	012-0320 (2)(b)(B)	Min max height of 50-ft. or 60-ft.	Y	<ul style="list-style-type: none"> <li>• <b>MU-I</b> zone complies if not set as Primary CFA.</li> </ul>
Currently served or planned to	012-0310 (2)(c)	Shall be in areas served or planned for service –	Y	<ul style="list-style-type: none"> <li>• Several streets served by transit (Cherriots bus).</li> <li>• Wide sidewalks, bike lanes</li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-I bulleted)
serve ped, bike & transit.		high quality pedestrian, bicycle and transit.		<ul style="list-style-type: none"> <li>Street trees, other. <b>3</b></li> </ul>
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments <b>4</b></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Most <b>MU-I</b> properties above known BFE.</li> <li>FEMA Flood Map <b>5</b></li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y	<ul style="list-style-type: none"> <li><b>MU-I</b> zone is mixed use zone.</li> <li><b>MU-I</b> list of allowed uses is consistent with rule.</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>MU-I</b> zone implements Comp Plan Map designation.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown, specific to MU-I zone.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas. In part, rule refers to	Y	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard. Existing/planned parks found in/near CB zone. Riverfront Park, Mill Race Beautification, Pringle Park,</li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

		streetscape & landscape.		Marion Square Park, Mouth of Mill Creek.
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**Footnotes:** See Next Page

- 1** Estimated resultant unit capacity shown for potential CFA (portion zoned MU-I of No.2 above) is based on:
- net developable area of all parcels zoned [**MU-I**] inside boundary, without:
    - public parks & open spaces
    - public rights-of-way
    - known Goal 7 Natural Hazards (Mapped Floodway of Willamette River & Mill Creek)
    - known public service infrastructure (power substations, utility trunk-line easement areas)
    - known Goal 5 sensitive areas (easements & tracts created for nat. resource preservation)
  - then converted to sq. ft., followed by subtraction of [**10% for MU-I**] zone-based standards, acknowledging:
    - minimum setbacks (if/where applicable)
    - required landscape or open space as % of development (if/where applicable)
    - maximum lot coverage standards (if/where applicable)
    - minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - then multiplied by the max number of floors, following rule standard for max height / floors [**5 for MU-I**].
  - then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).

Only prescriptive min. densities (012-0320(8)) for residential are provided.

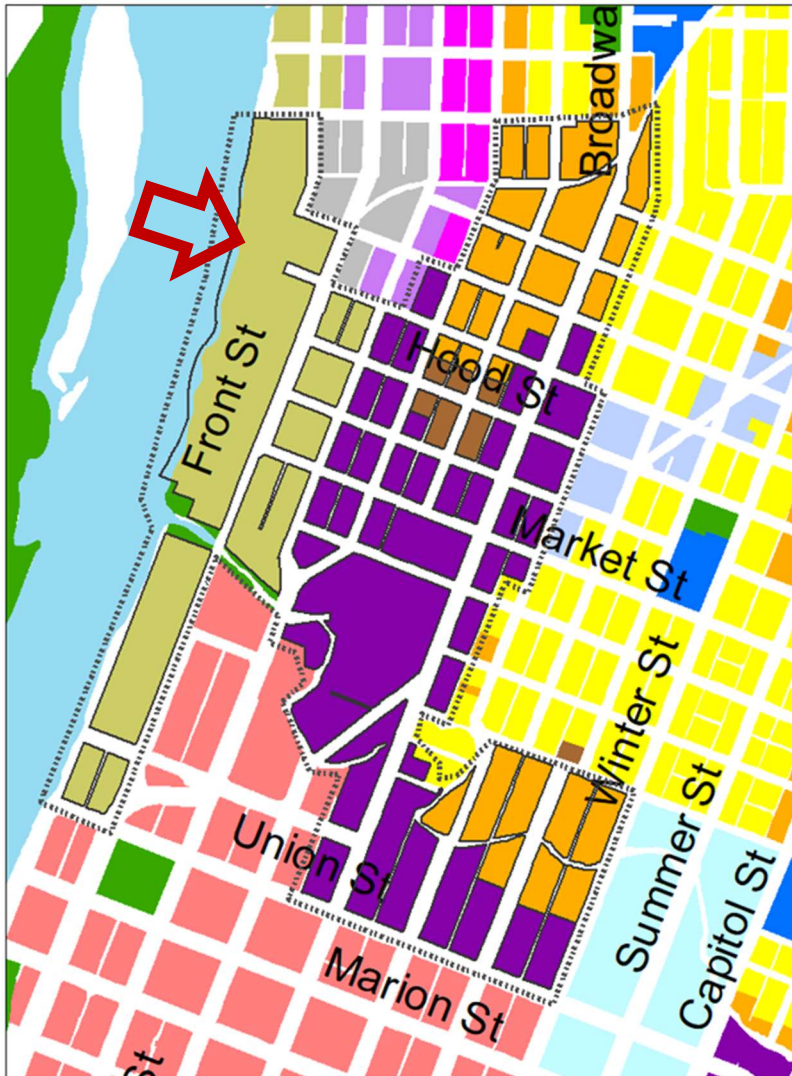
- 2** According to rule in OAR 660-012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described in this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method. MU-I zone min. of 15 d.u./ac. is applicable to development that is exclusively residential.
- 3** To this portion of Salem, existing sidewalks are curb-tight, and most of this area is planned to have 5-foot sidewalks separated from the curb by a planting strip. Downtown streetscape design standards apply to new development. Pedestrian walkways are also buffered with bike lanes.
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.



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Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown) = 127 acres

Estimated total number of units for CFA potential candidate No. 2 (all four zones combined) is 7,747 or approx. 30% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 2

#### **North Downtown**

Specific to properties zoned MU-I, MU-R, RM2 & RM3, within outlined area.

Data specific to MU-R shown below.

**MU-R - Mixed Use - Riverfront**  
 See **Red Arrow** for location.

MU-R Area: Total of 41 acres.

3,193 unit net development potential (by existing zone standards or 12% of the identified 30% future need)<sup>1</sup>

Comp Plan: Mixed Use

Allowed Uses: Mixed-use / several

Existing Uses: mixed / several

Transit Service: On Cherriots ¼ hr. service route

Bldg. Height: 70-feet (max)

Res. Density: 15 units / acre (min)

Lot Coverage: None

Setbacks: Front – 10 ft. min.\*

Side – 10-ft. min.\*

Rear-- 10-ft. min.\*

\*abutting residential

Utilities: Water, Sanitary Sewer, Storm - all available

See following pages for area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320.

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-R bulleted)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	Y  Y  Y	<ul style="list-style-type: none"> <li>• <b>MU-R</b> (alone) less width of 750-ft. but also abutting CFA 1. Area (alone) greater than 25 acres (41).</li> <li>• Marion + other streets w/ transit at ¼ hr. service.</li> <li>• Employment opportunities include retail, office, service, government.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial)  Y for zone (partial)	Prelim. calcs. of CFA area show potential for 3,193 units, or 12% of the 30% future need. <b>1 MU-R</b> has no max. density.
Density- <i>if Primary</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	N	<ul style="list-style-type: none"> <li>• <b>MU-R</b> zone for residential at minimum of 15 du / ac. <b>2</b></li> </ul>
Density- <i>if not Primary</i>	012-0320 (8)(a)(b)	Min. 15 or 20 dwelling units per net acre.	Y	<ul style="list-style-type: none"> <li>• <b>MU-R</b> zone for residential at minimum of 15 du / ac.</li> </ul>
Building Height - <i>if Primary</i>	012-0320 (2)(c)(B)	Min max height of 85-ft. allowing five floors.	N	<ul style="list-style-type: none"> <li>• <b>MU-R</b> zone has max height of 70 feet.</li> </ul>
Building Height - <i>if not Primary</i>	012-0320 (2)(b)(B)	Min max height of 50-ft. or 60-ft.	Y	<ul style="list-style-type: none"> <li>• <b>MU-R</b> zone complies if not set as Primary CFA.</li> </ul>
Currently served or planned to	012-0310 (2)(c)	Shall be in areas served or planned for service –	Y	<ul style="list-style-type: none"> <li>• Several streets served by transit (Cherriots bus).</li> <li>• Sidewalks, bike lanes</li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

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serve ped, bike & transit.		high quality pedestrian, bicycle and transit.		<ul style="list-style-type: none"> <li>Street trees, other. <b>3</b></li> </ul>
Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-R bulleted)
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments <b>4</b></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Most <b>MU-R</b> properties above known BFE.</li> <li>FEMA Flood Map <b>5</b></li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y	<ul style="list-style-type: none"> <li><b>MU-R</b> zone is mixed use zone.</li> <li>List of allowed uses is consistent with rule.</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>MU-R</b> zone implements Comp Plan Map designation.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas. In part, rule refers to	Not subject to review	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard. Existing/planned parks found in/near CB zone. Riverfront Park, Mill Race</li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

		streetscape & landscape.		Beautification, Pringle Park, Marion Square Park, Mouth of Mill Creek.
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Footnotes: See Next Page

- 1** Estimated resultant unit capacity shown for potential CFA (portion zoned MU-R of No.2 above) is based on:
  - a) net developable area of all parcels zoned [**MU-R**] inside boundary, without:
    - i. public parks & open spaces
    - ii. public rights-of-way
    - iii. known Goal 7 Natural Hazards (Mapped Floodway of Willamette River & Mill Creek)
    - iv. known public service infrastructure (power substations, utility trunk-line easement areas)
    - v. known Goal 5 sensitive areas (easements & tracts created for nat. resource preservation)
  - b) then converted to sq. ft., followed by subtraction of [**10% for MU-R**] zone-based standards, acknowledging:
    - i. minimum setbacks (if/where applicable)
    - ii. required landscape or open space as % of development (if/where applicable)
    - iii. maximum lot coverage standards (if/where applicable)
    - iv. minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - c) then multiplied by the max number of floors, following rule standard for max height / floors [**6 for MU-R**].
  - d) then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - e) then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).

Only prescriptive min. densities (012-0320(8)) for residential are provided.

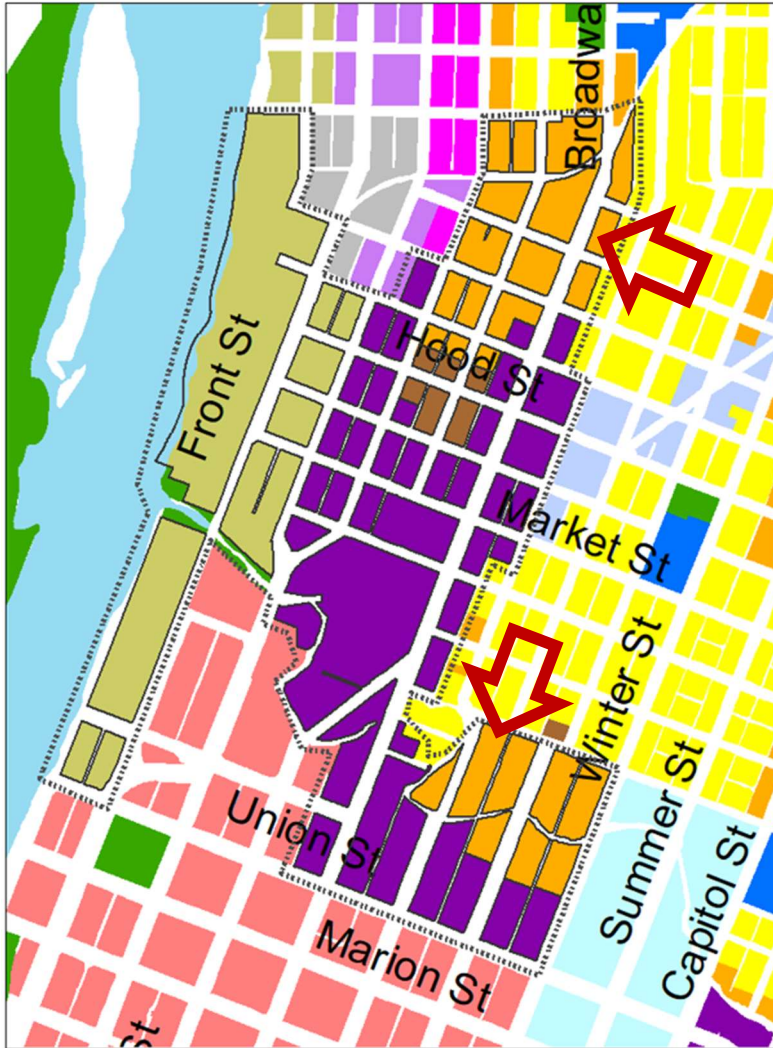
- 2** According to rule in OAR 660-012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described in this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method. **MU-R** zone min. of 15 d.u./ac. is applicable to development that is exclusively residential.
- 3** To this portion of Salem, outside of the downtown core, sidewalks are planned to be 5' wide with planter strips.
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.



# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown) = 127 acres

Estimated total number of units for CFA potential candidate No. 2 (all four zones combined) is 7,747 or approx. 30% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 2

#### **North Downtown**

Specific to properties zoned MU-I, MU-R, RM2 & RM3, within outlined area.

Data specific to RM2 shown below.

**RM2 - Multiple Family Residential 2**  
 See **Red Arrows** for location

Study Area: Total of 28 acres.

742 units net development capacity potential  
 (by existing zone standards or 3% of the identified 30% future need)

Comp Plan: Multi-Fam Residential  
 Allowed Uses: Primarily residential

Existing Uses: primarily residential

Transit Service: On Cherrlots ¼ hr. service route

Bldg. Height: 50-feet max

Res. Density: 15 units / acre  
 (current)

Lot Coverage: 60%

Setbacks: Front – 20 ft. min.\*  
 Side – 10-ft. min. \*  
 Rear-- 20-ft. min.\*  
 \*with exceptions

Utilities: Water, Sanitary  
 Sewer, Storm.

See following pages for area and capacity analysis in review of OAR 660-012-0310,

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (RM2 bulleted)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	N/Y  Y  Y	<ul style="list-style-type: none"> <li>• <b>RM2</b> (each) less width &amp; area. <u>Meets</u> if combined with MU-I for CFA 2.</li> <li>• High + streets w/ transit.</li> <li>• Employment opportunities include retail, office, service, government.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial)  Y for zone (partial)	Prelim. calcs. of CFA area show potential for 742 units, or 3% of the 30% future need. Max density at 31 du/ac. sufficient to accommodate capacity. <b>1</b>
Density - <i>if Primary</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	N	<ul style="list-style-type: none"> <li>• <b>RM2</b> zone for residential at minimum of 15 du.s / ac. <b>2</b></li> </ul>
Density – <i>if <u>not</u> Primary</i>	012-0320 (8)(a)(b)	Min. of 15 or 20 units per net acre.	Y	<ul style="list-style-type: none"> <li>• <b>RM2</b> zone for residential at minimum of 15 du.s / ac.</li> </ul>
Building Height – <i>if Primary</i>	012-0320 (2)(c)(B)	Min max height of 85-ft. allowing five floors.	N	<ul style="list-style-type: none"> <li>• <b>RM2</b> zone has max height of 50-feet for multi-fam res.</li> </ul>
Building Height <i>if <u>not</u> Primary</i>	012-0320 (2)(c)(B)	Min max height of 50-ft. or 60 ft.	Y	<ul style="list-style-type: none"> <li>• <b>RM2</b> zone has max height of 50-feet for multi-fam res.</li> </ul>
Currently served or planned to serve ped, bike & transit.	012-0310 (2)(c)	Shall be in areas served or planned for service – high quality pedestrian, bicycle and transit.	Y	<ul style="list-style-type: none"> <li>• Several streets served by transit (Cherriots bus).</li> <li>• Wide sidewalks, bike lanes</li> <li>• Street trees, other. <b>3</b></li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (RM2 bulleted)
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments <b>4</b></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Most <b>RM2</b> properties above known BFE.</li> <li>FEMA Flood Map <b>5</b></li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y	<ul style="list-style-type: none"> <li><b>RM2</b> is mostly residential</li> <li>List of permitted uses is generally consistent with rule. RM2 abuts other CFA.</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>RM2</b> zone implements Comp Plan Map.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas.	Not subject to review	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard.</li> <li>In part, rule refers to streetscape &amp; landscape.</li> </ul>

Footnotes: See Next Page



# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

- 1** Estimated resultant unit capacity shown for potential CFA (portion zoned RM2 of No.2 above) is based on:
  - a) net developable area of all parcels zoned [**RM2**] inside boundary, without:
    - i. public parks & open spaces
    - ii. public rights-of-way
    - iii. known Goal 7 Natural Hazards (Mapped Floodway of Mill Creek)
    - iv. known public service infrastructure (power substations, utility trunk-line easement areas)
    - v. known Goal 5 sensitive areas (*easements* & tracts created for nat. resource preservation)
  - b) then converted to sq. ft., followed by subtraction of [**40% for RM2**] zone-based standards, acknowledging:
    - i. minimum setbacks (if/where applicable)
    - ii. required landscape or open space as % of development (if/where applicable)
    - iii. maximum lot coverage standards (if/where applicable)
    - iv. minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - c) then multiplied by the max number of floors, following rule standard for max height / floors [**3 for RM2**].
  - d) then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - e) then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).

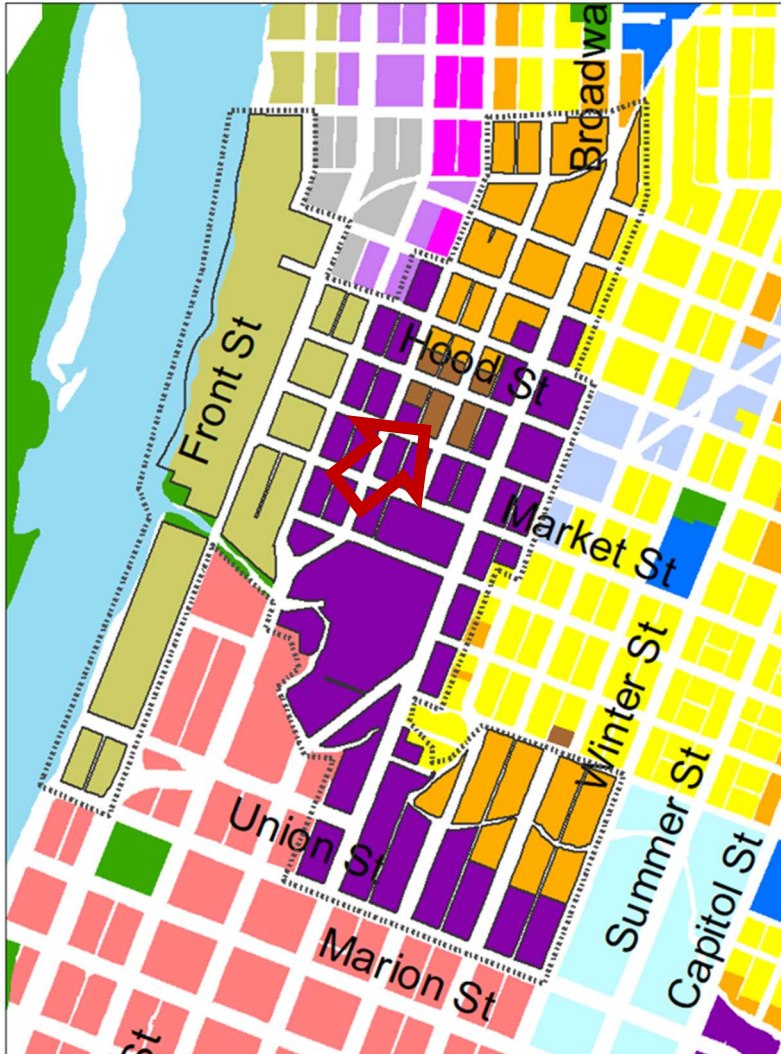
Only prescriptive min. densities (012-0320(8)) for residential are provided.

- 2** According to rule in OAR 660-012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described in this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method. **RM2** zone min. of 15 d.u./ac. is applicable to development that is residential.
- 3** To this portion of Salem, outside of the downtown core, sidewalks are planned to be 5' wide with planter strips.
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown) = 127 acres

Estimated total number of units for CFA potential candidate No. 2 (all four zones combined) is 7,747 or approx. 30% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 2

#### North Downtown

Specific to properties zoned MU-I, MU-R, RM2 & RM3, within outlined area.

Data specific to RM3 shown below.

**RM3 - Multiple Family Residential 3**  
 See **Red Arrow** for location

RM3 Area: Total of 3 acres.

234 units net development capacity potential  
 (by existing zone standard or 1% of the identified 30% future need)

Comp Plan: Multi-Fam Residential  
 Allowed Uses: Primarily residential

Existing Uses: primarily residential

Transit Service: On Cherris ¼ hr. service route

Bldg. Height: 70-feet (max)  
 Res. Density: 28 units / acre (min)

Lot Coverage: None  
 Setbacks: Front – 0 ft. min.\*

Side – 0-ft. min.\*

Rear-- 0-ft. min.\*

\*with exceptions

Utilities: Water, Sanitary Sewer, Storm.

See following pages for area and capacity analysis in review of OAR 660-012-0310,

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (RM3 bulleted)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	N/Y  Y  Y	<ul style="list-style-type: none"> <li>• <b>RM3</b> (alone) less width &amp; area. <u>Meets</u> if combined with MU-I zone for CFA 2.</li> <li>• Liberty, + streets w/ transit.</li> <li>• Employment opportunities include retail, office, service, government.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial)  Y for zone (partial)	Prelim. calcs. of CFA area show potential for 234 units, or 1% of the 30% future need. Max density at 44 du/ac. <b>1</b>
Density - <i>if Primary</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	Y	<ul style="list-style-type: none"> <li>• <b>RM3</b> zone for residential at minimum of 28 du / ac. <b>2</b></li> </ul>
Density - <i>if not Primary</i>	012-0320 (8)(a)(b)	Min. of 15 or 20 units per net acre.	Y	<ul style="list-style-type: none"> <li>• <b>RM3</b> zone for residential at minimum of 28 du / ac.</li> </ul>
Building Height - <i>if Primary</i>	012-0315 (2)(c)(B)	Min max height of 85-ft. allowing five floors.	N	<ul style="list-style-type: none"> <li>• <b>RM3</b> zone has max height of 70-ft.</li> </ul>
Building Height <i>if not Primary</i>	012-0315 (2)(b)(B)	Min max height of 50-ft. or 60-ft.	Y	<ul style="list-style-type: none"> <li>• <b>RM3</b> zone meets if not primary.</li> </ul>
Currently served or planned to serve ped, bike & transit.	012-0310 (2)(c)	Shall be in areas served or planned for service – high quality pedestrian, bicycle and transit.	Y	<ul style="list-style-type: none"> <li>• Several streets served by transit (Cherriots bus).</li> <li>• Wide sidewalks, bike lanes</li> <li>• Street trees, other. <b>3</b></li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (RM3 bulleted)
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments <b>4</b></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Most <b>RM3</b> properties above known BFE.</li> <li>FEMA Flood Map <b>5</b></li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y	<ul style="list-style-type: none"> <li><b>RM3</b> is residential zone.</li> <li>List of permitted uses is generally consistent with rule. RM3 abuts other CFA.</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>RM3</b> zone implements Comp Plan Map.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas. In part, rule refers to streetscape & landscape.	Not subject to review	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard. Riverfront Park, Mill Race Beautification, Pringle Park, Marion Square Park, Mouth of Mill Creek.</li> </ul>

Footnotes: See Next Page

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

## Footnotes:

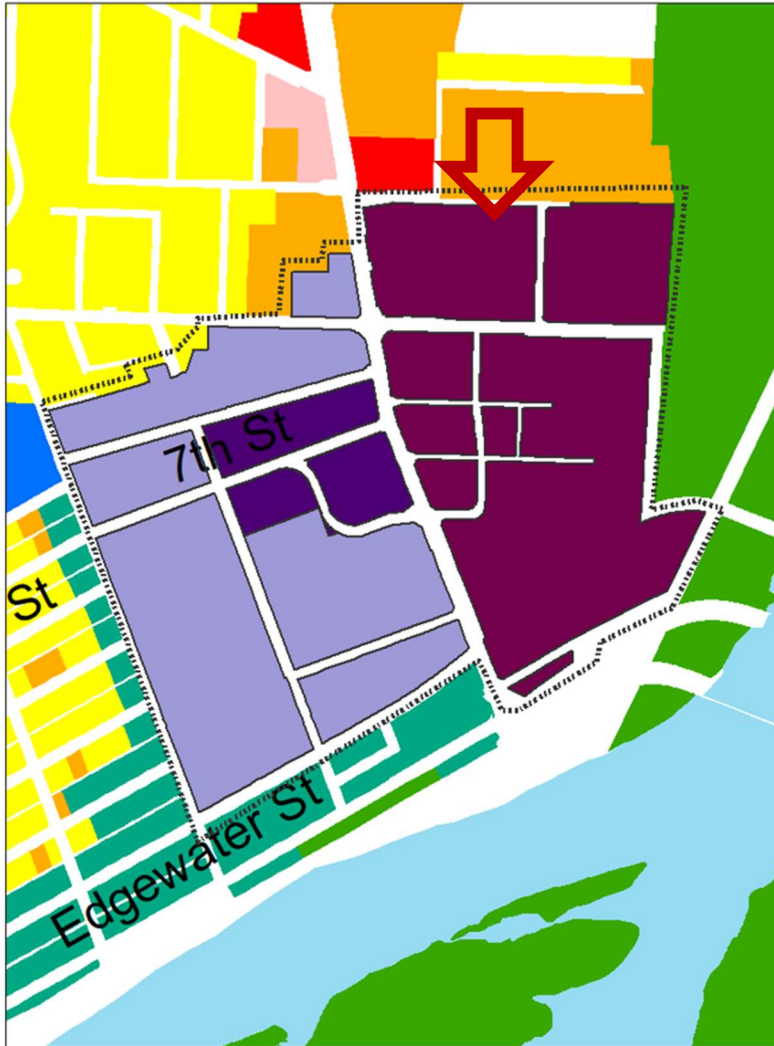
- 1** Estimated resultant unit capacity shown for potential CFA (portion zoned RM3 of No.2 above) is based on:
  - a) net developable area of all parcels zoned [**RM3**] inside boundary, without:
    - i. public parks & open spaces
    - ii. public rights-of-way
    - iii. known Goal 7 Natural Hazards (Mapped Floodway – none specific to RM3 area)
    - iv. known public service infrastructure (power substations, utility trunk-line easement areas)
    - v. known Goal 5 sensitive areas (easements & tracts created for nat. resource preservation)
  - b) then converted to sq. ft., followed by subtraction of [**10% for RM3**] zone-based standards, acknowledging:
    - i. minimum setbacks (if/where applicable)
    - ii. required landscape or open space as % of development (if/where applicable)
    - iii. maximum lot coverage standards (if/where applicable)
    - iv. minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - c) then multiplied by the max number of floors, following rule standard for max height / floors [**6 for RM3**].
  - d) then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - e) then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).
  
- 2** According to rule in OAR 660-012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described in this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method. **MR3** zone min. of 28 d.u./ac. is applicable to development that is residential
  
- 3** To this portion of Salem, existing sidewalks are mostly 5-feet, separated by existing landscape strip between curb and sidewalk.
  
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
  
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.



# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown) = 123 acres

Estimated total number of units for CFA Potential Candidate No. 3 (all three zones combined) is 9,316 or approximately 36% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 3

#### **West Salem**

Specific to properties zoned WSCB, MU-I & MU-III within outlined area.

Data specific to WSCB shown below.

■ WSCB - West Salem Central Business District  
 See **Red Arrow** for location

Study Area: Total of 58 acres.

4,803 units net development capacity potential  
 (by existing zone standard or 19% of the identified 30% future need)

Comp Plan: Central Bus. District  
 Allowed Uses: Primarily residential

Existing Uses: Retail, office, service.

Transit Service: On Cherriots ¼ hr. service route

Bldg. Height: 70-feet (max)

Res. Density: None (no min)

Lot Coverage: None

Setbacks: Front – 0 ft. min.\*

Side – 5-ft. min.\*

Rear-- 5-ft. min.\*

\*with exceptions

(e.g., zone-to-zone)

Utilities: Water, Sanitary

Sewer, Storm.

See following pages for area and capacity analysis in review of OAR 660-012-0310,



# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (WSCB)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	Y Y Y	<ul style="list-style-type: none"> <li>• <b>WSCB</b> zone width &gt;750-ft. &amp; &gt;25 acres (58 acres).</li> <li>• Wallace, 7<sup>th</sup> &amp; Glen Creek streets w/ transit @ ¼ hr.</li> <li>• Employment opportunities include retail, office, service.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial) Y for zone (partial)	<b>WSCB</b> zone prelim. calcs. of CFA area shows potential for 4,803 units, or 19% of the current/future need. WSCB has no maximum density. <b>1</b>
Res. Density - <i>if Primary CFA</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	N	• <b>WSCB</b> zone has no minimum density. Need to set. <b>2</b>
Res. Density - <i>if not Primary CFA</i>	012-0320 (8)(a)(b)	Min. 15 or 20 dwelling units per net acre.	N	• <b>WSCB</b> zone has no minimum density. Need to set.
Building Height – <i>if Primary CFA</i>	012-0320 (8)(c)(B)	Min max height of 85-ft.	N	• <b>WSCB</b> zone has 70-ft. max height.
Building Height – <i>if not Primary</i>	012-0320 (8)(b)(B)	Min max height of 50-ft. or 60-ft.	Y	• <b>WSCB</b> zone meets if not set as primary CFA.
Currently served or planned to serve ped, bike & transit.	012-0310 (2)(c)	Shall be in areas served or planned for service – high quality pedestrian, bicycle and transit.	Y	<ul style="list-style-type: none"> <li>• Several streets served by transit (Cherriots bus).</li> <li>• Sidewalks, bike lanes</li> <li>• Street trees, other. <b>3</b></li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (WSCB)
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments<sup>4</sup></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Many <b>WSCB</b> properties above known flood BFE.</li> <li>FEMA Flood Map 5</li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y	<ul style="list-style-type: none"> <li><b>WSCB</b> is mixed use zone.</li> <li><b>WSCB</b> list of allowed uses is consistent with rule.</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>WSCB</b> implements Comp Plan Map designation.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas.	Not subject to review /	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard.</li> <li>In part, rule refers to streetscape &amp; landscape.</li> <li>Streetscape Projects identified in adopted West Salem Urban Renewal Plan of December 2022.</li> </ul>

Footnotes: See Next Page

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

## City of Salem - CFA Potential Candidates – See Maps for Location & Area **No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

- 1** Estimated resultant unit capacity shown for potential CFA (portion zoned WSCB above) is based on:
  - a) net developable area of all parcels zoned [**WSBC**] inside boundary, without:
    - i. public parks & open spaces
    - ii. public rights-of-way
    - iii. known Goal 7 Natural Hazards (Mapped Floodway of Willamette River)
    - iv. known public service infrastructure (power substations, utility trunk-line easement areas)
    - v. known Goal 5 sensitive areas (easements & tracts created for nat. resource preservation)
  - b) then converted to sq. ft., followed by subtraction of [**5% for WSBC**] zone-based standards, acknowledging:
    - i. minimum setbacks (if/where applicable)
    - ii. required landscape or open space as % of development (if/where applicable)
    - iii. maximum lot coverage standards (if/where applicable)
    - iv. minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - c) then multiplied by the max number of floors, following rule standard for max height / floors [**6 for WSBC**].
  - d) then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - e) then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).

Only prescriptive min. densities (012-0320(8)) for residential are provided.

- 2** According to 012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method.
- 3** To this portion of Salem, existing sidewalks are mostly 5-feet, some curb-tight, some separated by existing landscape strip between curb and sidewalk.
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown) = 123 acres

Estimated total number of units for CFA Potential Candidate No. 3 (all three zones combined) is 9,316 or approximately 36% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 3

#### **West Salem**

Specific to properties zoned WSCB, MU-I and MU-III within outlined area.

Data specific to MU-III shown below.

■ MU-III - Mixed Use-III

See **Red Arrow** for location

Study Area: Total of 55 acres.

3,819 units net development capacity potential (by existing zone standard or 15% of the identified current/future need)

Comp Plan: Mixed Use

Allowed Uses: Mixed use/several

Existing Uses: Retail, light industrial

Transit Service: On Cherriots ¼ hr. service route

Bldg. Height: 70-feet (max)

Res. Density: 15 units / acre (min)

Lot Coverage: None

Setbacks: Front – 20 ft. min.\*

Side – 5-ft. min.\*

Rear-- 5-ft. min.\*

\*with exceptions

Utilities: Water, Sanitary Sewer, Storm.

See following pages for area and capacity analysis in review of OAR 660-012-0310,

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-III)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	Y Y Y	<ul style="list-style-type: none"> <li>• <b>MU-III</b> width less 750-ft. but is combined w/MU-I, WSCB &amp; is more than 25 acres (55 ac).</li> <li>• Wallace &amp; 7<sup>th</sup> streets w/ transit at ¼ hr. service.</li> <li>• Employment opportunities include retail, office, service, light industrial.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial) Y for zone (partial)	<b>MU-III</b> zone prelim. calcs. of CFA area show potential for 3,819 units, or 15% of the current/future need. MU-III has no maximum density. <b>1</b>
Res. Density - <i>if Primary CFA</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	N	• <b>MU-III</b> zone for residential at minimum of 15 du / ac. <b>2</b>
Res. Density - <i>if <u>not</u> Primary</i>	012-0320 (8)(a)(b)	Min. 15 or 20 dwelling units per net acre.	Y	• <b>MU-III</b> zone complies if not set as Primary CFA.
Building Height – <i>if Primary CFA</i>	012-0320 (8)(c)(B)	Min max height of 85-ft.	N	• <b>MU-III</b> zone has max height of 70-ft.
Building Height – <i>if <u>not</u> Primary</i>	012-0320 (8)(b)(B)	Min max height of 50-ft. or 60-ft.	Y	• <b>MU-III</b> zone meets if not set as primary.
Currently served or planned to	012-0310 (2)(c)	Shall be in areas served or <u>planned</u> for service –	Y	<ul style="list-style-type: none"> <li>• Streets served by transit (Cherriots bus ¼ hr.).</li> <li>• Sidewalks, bike lanes.</li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

serve ped, bike & transit.		high quality pedestrian, bicycle and transit.		<ul style="list-style-type: none"> <li>Urban Renewal District.</li> </ul>
Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-III)
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments<sup>4</sup></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Most <b>MU-III</b> properties above known BFE.</li> <li>FEMA Flood Map <b>5</b></li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y ?	<ul style="list-style-type: none"> <li><b>MU-III</b> is mixed use zone.</li> <li><b>MU-III</b> list of allowed uses is consistent with rule. (?) some-auto oriented uses.</li> <li>Adaptive Re-use of existing industrial buildings.</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>MU-III</b> implements Comp Plan Map designation.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas.	Not subject to review/	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard.</li> <li>In part, rule refers to streetscape &amp; landscape.</li> <li>Streetscape Projects identified in adopted West</li> </ul>



# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Salem Urban Renewal Plan  
of December 2022.

Footnotes: See Next Page

- 1** Estimated resultant unit capacity shown for potential CFA (portion zoned MU-III of No.3 above) is based on:
  - a) net developable area of all parcels zoned [**MU-III**] inside boundary, without:
    - i. public parks & open spaces
    - ii. public rights-of-way
    - iii. known Goal 7 Natural Hazards (Mapped Floodway of Willamette River)
    - iv. known public service infrastructure (power substations, utility trunk-line easement areas)
    - v. known Goal 5 sensitive areas (easements & tracts created for nat. resource preservation)
  - b) then converted to sq. ft., followed by subtraction of [**20% for MU-III**] zone-based standards, acknowledging:
    - i. minimum setbacks (if/where applicable)
    - ii. required landscape or open space as % of development (if/where applicable)
    - iii. maximum lot coverage standards (if/where applicable)
    - iv. minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - c) then multiplied by the max number of floors, following rule standard for max height / floors [**6 for MU-III**].
  - d) then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - e) then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).

Only prescriptive min. densities (012-0320(8)) for residential are provided.

- 2** According to 012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method. Min. density of 15 d.u / ac in MU-III zone applies to development that is exclusively residential.
- 3** To this portion of Salem, existing sidewalks are mostly located in areas developed for commercial. Portions of this area contain existing industrial buildings, absent sidewalks. New sidewalks planned. Area in Urban Renewal District.
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

City of Salem - CFA Potential Candidates – See Maps for Location & Area  
**No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**



Above: Portion of City of Salem Zoning map, absent overlay districts.

Total Study Area (to boundary shown) = 123 acres

Estimated total number of units for CFA Potential Candidate No. 3 (all three zones combined) is 9,316 or approximately 36% of the current/future need (identified at 25,860 units).

## City of Salem

### CFA Potential Candidate No. 3

#### **West Salem**

Specific to properties zoned WSCB, MU-I and MU-III within outlined area.

Data specific to MU-I shown below.

**MU-I - Mixed Use-I**

See **Red Arrow** for location

Study Area: Total of 11 acres.

694 units net development capacity potential  
 (by existing zone standard or approx. 3% of the identified future need)

Comp Plan: Mixed Use

Allowed Uses: Mixed use/several

Existing Uses: Primarily service commercial/food.

Transit Service: On Cherriots ¼ hr. service route

Bldg. Height: 65-feet (max)

Res. Density: 15 units / acre (min)

Lot Coverage: None

Setbacks: Front – 0 ft. min.\*

Side – 5-ft. min.\*

Rear-- 5-ft. min.\*

\*with exceptions

Utilities: Water, Sanitary

Sewer, Storm.

See following pages for area and capacity analysis in review of OAR 660-012-0310,

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-I bulleted)
CFA location / minimum area & dimensions.	012-0320 (8)(b) 012-0310 (2)(b) 012-0310 (2)(f)	Min. width of 750 feet, min. area of 25 acres, planned urban centers, transit-served corridors, high density residential and concentration of employment.	Y Y Y	<ul style="list-style-type: none"> <li>• <b>MU-I</b> zone width &gt;750-ft. &amp; &lt;25 acres (11 acres) but is combined with other zones</li> <li>• Wallace &amp; 7<sup>th</sup> streets w/ transit at ¼ hr. service.</li> <li>• Employment opportunities include retail, office, service, light industrial.</li> </ul>
Estimated resultant unit capacity for CFA	012-0315 (4)(b)	Provide prelim. calc. of zoned residential capacity within CFA. Must be sized & zoned to accommodate 30%.	Y for size (partial) Y for zone (partial)	<b>MU-I</b> zone prelim. calcs. of CFA area, show potential for 694 units, or 3% of identified current/future need. MU-I has no maximum density. <b>1</b>
Res. Density - <i>if Primary CFA</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	N	• <b>MU-I</b> zone for residential at minimum of 15 du / ac. <b>2</b>
Res. Density - <i>if <u>not</u> Primary</i>	012-0320 (8)(a)(b)	Min. 15 or 20 dwelling units per net acre.	Y	• <b>MU-I</b> zone complies if not set as Primary CFA.
Building Height – <i>if Primary CFA</i>	012-0320 (8)(c)(B)	Min max height of 85-ft.	N	• <b>MU-I</b> zone has max height of 65’.
Building Height – <i>if <u>not</u> Primary</i>	012-0320 (8)(b)(B)	Min max height of 50-ft. or 60-ft.	Y	• <b>MU-I</b> zone meets standard if not set for primary.
Currently served or planned to serve ped, bike & transit.	012-0310 (2)(c)	Shall be in areas served or planned for service – high quality pedestrian, bicycle and transit.	Y	<ul style="list-style-type: none"> <li>• Several streets served by transit (Cherriots bus).</li> <li>• Sidewalks are 5’/bike lanes.</li> <li>• Street trees, other. <b>3</b></li> </ul>

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

**City of Salem - CFA Potential Candidates – See Maps for Location & Area  
No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

Rule Component	OAR Ref. No. 660-	Rule Synopsis	Complies? Y/N	Strengths & Weaknesses of CFA potential (MU-I bulleted)
Urban water, sewer, storm & transportation	012-0310 (2)(e)(B)	Utilities - Readily Serviceable – nearby to allow const. in one year.	NA	<ul style="list-style-type: none"> <li>All urban utilities exist.</li> <li>Public Works comments<sup>4</sup></li> <li>NA as area within UGB.</li> </ul>
Non-Hazard / Goal 7 review	012-0310 (2)(d)	Shall not be in areas limited or disallowed pursuant Goal 7.	Y	<ul style="list-style-type: none"> <li>Most <b>MU-I</b> properties above known BFE.</li> <li>FEMA Flood Map 5</li> </ul>
Allowed Land Uses	012-0315 (2)(a) 012-0320 (2)	Development Code / zone is to allow uses shown in (2) of 0320	Y	<ul style="list-style-type: none"> <li><b>MU-I</b> zone is mixed use zone.</li> <li><b>MU-I</b> list of allowed uses is consistent with rule.</li> </ul>
Comp Plan Map consistency	012-0310 (2)(e)(D)	Respective zone to be Comp Plan consistent	Y	<ul style="list-style-type: none"> <li><b>MU-I</b> implements Comp Plan Map designation.</li> </ul>
Abutting Areas (optional)	012-0320 (3)	Portions of abutting res. or employment-oriented zones in ½ mi. walk <u>may</u> count for area	Not subject to review	<ul style="list-style-type: none"> <li>Analysis limited to area &amp; boundary of CFA as shown, and that part in MU-I.</li> </ul>
Parks, Plazas & Streetscape (where feasible)	012-0320 (4)	Prioritize locating parks, open space, plazas – in or near CFA that do not contain sufficient areas.	Not subject to review/	<ul style="list-style-type: none"> <li>Rule does not describe a % or min. area standard.</li> <li>In part, rule refers to streetscape &amp; landscape.</li> <li>Streetscape Projects identified in adopted West Salem Urban Renewal Plan of December 2022</li> </ul>

Footnotes: See Next Page

# CFA Potential Candidate Scoresheets

Area and capacity analysis in review of OAR 660-012-0310, 0315 & 0320

## City of Salem - CFA Potential Candidates – See Maps for Location & Area **No. 1 CB Downtown, No. 2 North Downtown, and No. 3 West Salem**

- 1** Estimated resultant unit capacity shown for potential CFA (portion zoned MU-I of No.3 above) is based on:
  - a) net developable area of all parcels zoned [**MU-I**] inside boundary, without:
    - i. public parks & open spaces
    - ii. public rights-of-way
    - iii. known Goal 7 Natural Hazards (Mapped Floodway of Willamette River)
    - iv. known public service infrastructure (power substations, utility trunk-line easement areas)
    - v. known Goal 5 sensitive areas (easements & tracts created for nat. resource preservation)
  - b) then converted to sq. ft., followed by subtraction of [**10% for MU-I**] zone-based standards, acknowledging:
    - i. minimum setbacks (if/where applicable)
    - ii. required landscape or open space as % of development (if/where applicable)
    - iii. maximum lot coverage standards (if/where applicable)
    - iv. minimum off-street parking (if/where applicable – NA if near ¼ hr. transit service route)
  - c) then multiplied by the max number of floors, following rule standard for max height / floors [**5 for MU-I**].
  - d) then multiplied by assumed residential occupancy / use (rule is 30%) as described in 012-0315(2).
  - e) then divided by average dwelling unit size (rule is 900 square feet) as described in 012-0315(2)(e).

Only prescriptive min. densities (012-0320(8)) for residential are provided.

- 2** According to 012-0320(8) local governments are not required to enforce the minimum residential densities for mixed-use buildings (as described this part of the rule) if the mixed-use buildings meet a minimum floor area ratio (FAR) of 2.0. Rule in 012-0320(8) further explains parameters applied for this method. Min. density of 15 d.u / ac in MU-I zone applies to development that is exclusively residential.
- 3** To this portion of Salem, existing sidewalks are curb-tight, planned to be 5' wide with planter strips.
- 4** Comments from Salem Public Works staff during meeting of 2-21-23 indicate area currently served by water, sanitary sewer and storm sewer. Location / size / capacity of these services are not subject to review.
- 5** Source, FEMA Flood Map No. 41047C033H effective 1-2-2003. No other Goal 7 identified hazards apparent.



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# Memorandum

**Date:** February 28, 2023  
**To:** City of Salem Planning Staff  
**From:** Kim Sapunar, MWVCOG  
**Re:** **Technical Memo #5 Dwelling Unit Capacity**

From the DLCD/MWVCOG Scope of Work:

## 2.6 Dwelling Unit Capacity Analysis for CFAs

- a) Calculate the net developable area (NDA) for each candidate CFA. See 0315-(2)(a) for discussion of setbacks, building heights, on-site parking, open space, and similar regulations and work from task 3.1 and Technical Memo #4
- b) For each candidate CFA, apply the existing and alternative development standards from Technical Memo #4 to the NDA to calculate buildable square footage within the candidate CFA.
- c) Calculate the dwelling unit capacity of each candidate CFA based on parameters listed in 0315-(2) including: building height maximums and height bonuses; the assumption that residential dwellings shall occupy 30% of zoned building capacity; and average dwelling size of 900 square feet.
- d) Compare the dwelling unit capacities of CFAs from task 3.2.c to the identified housing need from Technical Memo #1.

From this work, Consultant will prepare draft **Technical Memo #5**. Consultant and City staff shall hold Project Management Meeting #4 prior to finalizing Technical Memo #5.

## Background

Beginning in late 2022, MWVCOG began work to evaluate potential areas for consideration of designated climate friendly areas (CFAs) referred to in Salem as Walkable, Mixed-Use Areas (WaMUAs) as part of the compliance for DLCD's recent Climate-Friendly and Equitable Communities rules, adopted in July 2022. As work began and in the documentation of the process and the writing of technical memos, it became clear that there was overlap in necessary content between several of the technical memos. Technical memo #2 calls for



identifying draft CFAs to meet the required housing targets, and this necessitated calculating initial potential development to see if requirements could be met which is the task involved in technical memo #5. The CFA assessment is an iterative process. This memo will cover the dwelling unit capacity with overlap from the results presented in technical memo #2.

### Step 1: Candidate Areas

Salem staff identified five areas with the greatest CFA potential. The areas included the downtown, south of downtown, West Salem, Lancaster Drive and Market Street, and Liberty Road and Commercial Street. More documentation of these areas is in technical memo #2.

### Step 2: Determine the Housing Capacity Parameters

With general areas identified, it was necessary to begin the dwelling unit capacity analysis (Task 2.6) to be able to evaluate, compare and refine CFA areas. The analysis became iterative to provide quick feedback as to whether candidate areas were too far below or above the required 30% of housing need.

Estimating the potential for housing development depends on the underlying existing zoning category, and application of the rules as described in OAR 660-012-0315. A list of zoning categories was assembled and based on current code for each, the development standards were summarized in a spreadsheet. These included the number of allowed floors, setbacks (front, side, rear), maximum lot coverage, and minimum density. Exceptions and notes for each category were also included as appropriate.

OAR 660-012-0315 is specific in the allowed building height (if unspecified in the zoning), the square footage of potential units for calculation, and the percentage of developable area to be considered as residential. Less specifically, the rules state “(a) Based on development standards within a climate friendly area, including applicable setbacks, allowed building heights, open space requirements, on-site parking requirements, and similar regulations, determine the buildable square footage for each net developable area.<sup>1</sup>” To estimate setbacks which can be applied as a percentage to the calculation of development, rather than parcel by parcel as a deduction in linear feet, a setback percentage was estimated for each zoning category. In addition, an additional setback percentage was added to account for unspecified other considerations such as landscaping requirements, foot paths, access areas, mail boxes, etc. These setback estimates were reviewed and adjusted by city of Salem staff based on professional experience, and then submitted to DLCDC for comment and review.<sup>2</sup>

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<sup>1</sup> 660-01200315(2)(a)

<sup>2</sup> 12/1/2022 via email

DLCD review was favorable to the approach, referencing parking setbacks if necessary and natural hazards if applicable. Salem is in the process of eliminated all parking mandates. Additionally, all the potential CFAs (WaMUAs) are largely within ½ mile of 15-minutes bus service, and off-street parking requirements have already been eliminated in those transit corridors. Therefore, parking was not considered as part of additional setbacks of development. As for natural hazards, there are exclusions only if locally adopted development regulations significantly limit development. This was not applicable in the study areas. The summary of setbacks and building heights is in Table 1.

*Table 1 Existing Development Standards*

<b>Zoning</b>	<b>Estimated Reduction setbacks</b>	<b>Estimated additional reduction (misc., landscape, etc.)</b>	<b>Total reduction</b>	<b>Number of floors</b>
<a href="#">CB</a>	0%	5%	<b>5%</b>	7
<a href="#">WSCB</a>	0%	5%	<b>5%</b>	6
<a href="#">MU-1</a>	5%	5%	<b>10%</b>	5
<a href="#">MU-2</a>	5%	5%	<b>10%</b>	4
<a href="#">MU-3</a>	15%	5%	<b>20%</b>	6
<a href="#">MU-R</a>	5%	5%	<b>10%</b>	6
<a href="#">RM2</a>	40%	0%	<b>40%</b>	3
<a href="#">RM3</a>	5%	5%	<b>10%</b>	6

### Step 3: Calculate Dwelling Unit Capacity

In a Geographic Information System (GIS) environment, Salem’s most recent zoning layer was used as the development base. This layer was updated with the adoption of the Our Salem plan in July 2022. While summarizing these initial results, it was clear that capacity far exceeded what was required, therefore only 4 of the 5 study areas were mapped and summarized for the next steps (based on preference previously expressed by city staff).

The steps to calculate the net developable area and dwelling capacity include:

- Total development area, excluding streets, was identified.
- A deduction for setbacks was applied to each area based on the zoning.
- Area (after setbacks) by the number of floors allowed (by zoning)
- Of this resulting development in square feet, 30% only, to be considered residential
- The 30% of residential development divided by 900 square feet per unit
- Yields = the dwelling unit capacity, by zoning in four study areas.

#### Step 4: Alternative Standards

In the course of this work, the city determined it was not necessary to develop an alternative set of development (zoning) standards and run a corresponding dwelling unit capacity analysis, as it was expected that CFA compliance could be met with the city's current standards. An alternative set was a contingent in the event that existing standards were insufficient to achieve the necessary dwelling units to identify a potential CFA. Technical memo #4 will document any required changes necessary for compliance when final CFAs are designated.

#### Step 5: Dwelling Capacity Initial Results

As the results of the GIS The potential number of dwelling units for the four study areas totaled 55,262 units, substantially more than the needed number of 25,860. Table 2 shows units by zoning type for each of the four areas. Following Table 2 are maps of the four study areas (highlighted boundaries indicate which development areas are included in the tables).

Table 2 Preliminary Dwelling Unit Estimates

<b>Salem Preliminary CFA Estimates</b>					
<b>Target Units for CFA(s) =</b>	<b>25,860</b>				
<b>Area</b>	<b>Potential units</b>	<b>Acres</b>	<b>Zoning</b>	<b>Acres</b>	<b>Units</b>
<b>Downtown Salem</b>	<b>19,638</b>	252	CB	121	11,647
			MU-I	55	3,577
			MU-II	4	207
			MU-R	41	3,193
			RM2	29	757
			RM3	3	258
<b>West Salem</b>	<b>9,821</b>	142	MU-I	11	694
			MU-III	55	3,819
			RM2	19	505
			WSCB	58	4,803
<b>Commercial/Liberty</b>	<b>8,846</b>	191	MU-I	21	1,343
			MU-II	0	21
			MU-III	70	4,853
			RM2	101	2,629
<b>Lancaster</b>	<b>16,957</b>	301	MU-I	41	2,662
			MU-III	171	11,908
			RM2	91	2,388
<b>Four Locations Total=</b>	<b>55,262</b>				

Figure 1 Downtown

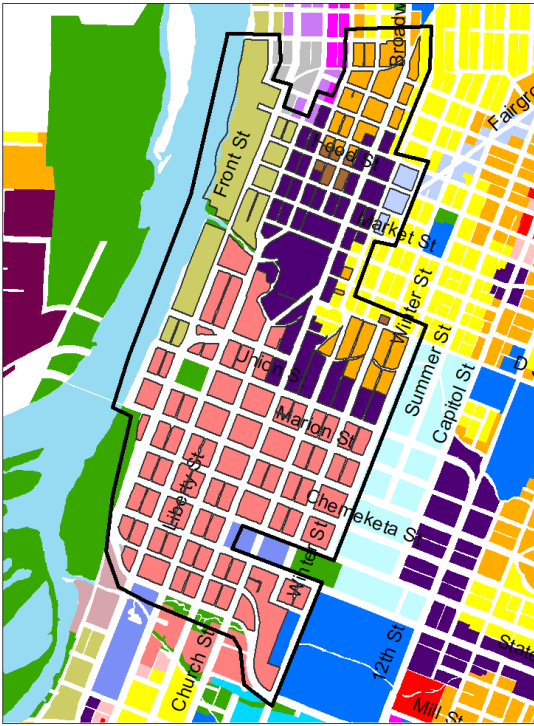


Figure 2 West Salem

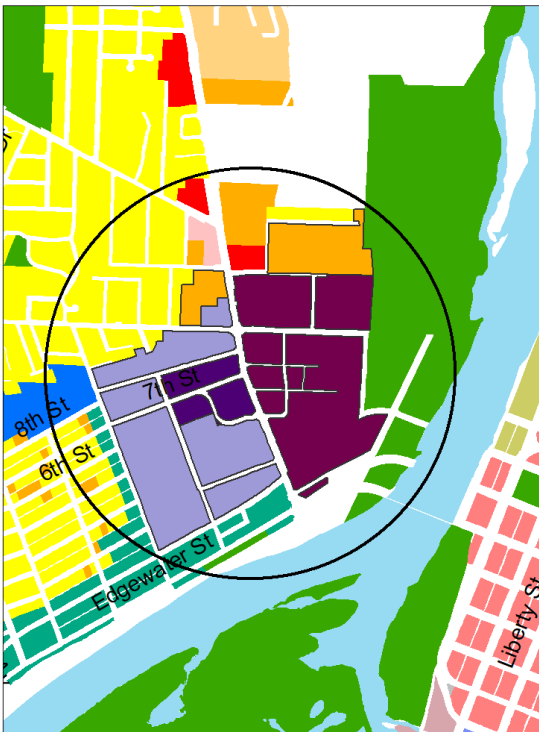


Figure 3 Liberty Rd and Commercial St

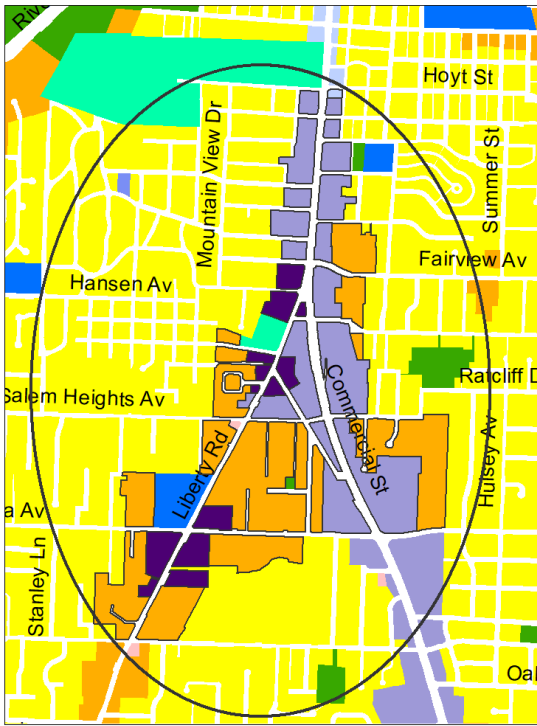


Figure 4 Lancaster Dr

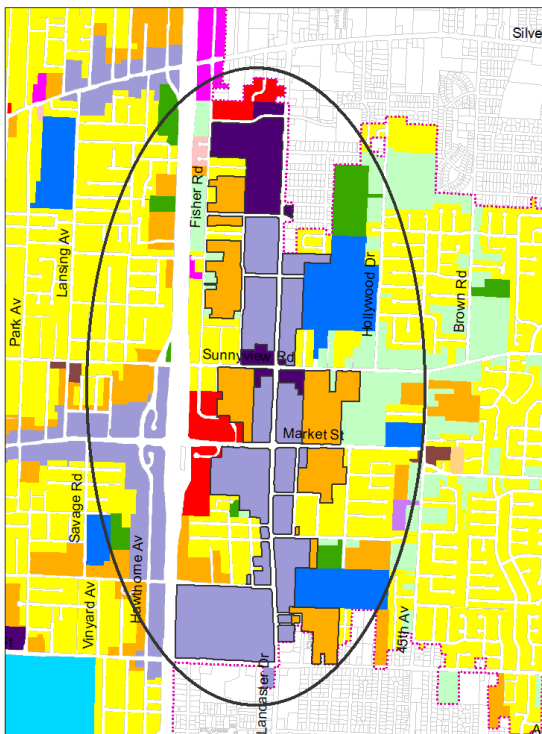




Figure 5 Zoning Legend

- SalemZoning2022
  - CB - Central Business District
  - CG - General Commercial
  - CO - Commercial Office
  - CR - Retail Commercial
  - EC - Employment Center
  - EFU - Exclusive Farm Use
  - ESMU - Edgewater/Second Street Mixed-Use Corridor
  - FMU - Fairview Mixed-Use
  - IBC - Industrial Business Campus
  - IC - Industrial Commercial
  - IG - General Industrial
  - IP - Industrial Park
  - MU-I - Mixed Use-I
  - MU-II - Mixed Use-II
  - MU-III - Mixed Use-III
  - MU-R - Mixed Use - Riverfront
  - NH - Neighborhood Hub
  - PA - Public Amusement
  - PC - Public/Private Cemetery
  - PE - Public/Private Education
  - PH - Public Health
  - PM - Capitol Mall
  - PS - Public Service
  - RA - Residential Agriculture
  - RM1 - Multiple Family Residential 1
  - RM2 - Multiple Family Residential 2
  - RM3 - Multiple Family Residential 3
  - RS - Single Family Residential
  - SWMU - South Waterfront Mixed-Use
  - WSCB - West Salem Central Business District

Step 6 Next steps

These initial results were reviewed by city staff on Jan 4, 2023. From that meeting, it was determined to further refine and focus on the areas of the downtown, just north of downtown and West Salem for candidate CFAs. After the decision is made on final CFA locations, technical memo #7 will document those selections.



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# Memorandum

**Date:** March 2, 2023  
**To:** City of Salem Planning Staff  
**From:** Kim Sapunar, MWVCOG  
**Re:** **Technical Memo #6 Anti-Displacement**

From the DLCD/MWVCOG Scope of Work:

## 3.1 Anti-Displacement Spatial Analysis

The analysis of CFAs will determine the amount of overlap between each CFA and the neighborhood typology, with results in maps and data tables. For example, the overlay analysis may have results such as “City of Salem CFA #1 is an 100% Early Gentrification area; City of Salem CFA #2 is approximately 40% Late Gentrification area and 60% Active Gentrification area, etc.” Consultant will provide their analysis in draft **Technical Memo #6**.

### Background

Beginning in late 2022, MWVCOG began work to evaluate potential areas for consideration of designated climate friendly areas (CFAs) referred to in Salem as Walkable Mixed-Use Areas (WaMUAs) as part of the compliance for DLCD’s recent Climate-Friendly and Equitable Communities rules, adopted in July 2022. In January 2023, the city identified initial candidate WaMUA areas in downtown, north of downtown and West Salem. Technical memo #6 calls for anti-displacement analysis on draft areas using the data set provided by Portland State University that was produced as part of the Housing Production Strategies work for the State.

### Spatial Analysis

In 2021, Portland State University professors Lisa K. Bates, Ph.D., Marisa A. Zapata, Ph.D., and Ph.D. candidate Seyoung Sung prepared an Anti-Displacement and Gentrification Toolkit for DLCD. As part of the work, a data layer was created identifying areas into six different neighborhood typologies. Neighborhood typologies were identified by overlaying the spatial

analysis of vulnerable populations with housing development patterns, to examine what housing supply and spatial dynamics are occurring for each neighborhood. The six typologies are:

**Green: Affordable and Vulnerable**

The tract is identified as a low-income tract, which indicates a neighborhood has lower median household income and whose residents are predominantly low-income compared to the city average. The neighborhood also includes precariously housed populations with vulnerability to gentrification and displacement. However, housing market in the neighborhood is still remained stable with no substantial activities yet. At this stage, the demographic change is not under consideration.

**Yellow: Early Gentrification**

This type of neighborhoods represents the early phase in the gentrification. The neighborhood is designated as a low-income tract having vulnerable people and precarious housing. The tract has hot housing market, yet no considerable changes are found in demographics related to gentrification.

**Orange: Active Gentrification**

The neighborhoods are identified as low-income tracts with high share of vulnerable people and precarious housing. Also, the tracts are experiencing substantial changes in housing price or having relatively high housing cost found in their housing markets. They exhibit gentrification related demographic change.

**Red: Late Gentrification**

This type of neighborhoods does not have predominantly low-income households, but still have vulnerable population to gentrification. Their housing market exhibits the high housing prices with high appreciations as they have relatively low share of precarious housing. The neighborhoods experienced significant changes in demographics related to gentrification.

**Blue: Becoming Exclusive**

The neighborhoods are designated as high-income tracts. Their population is no longer vulnerable to gentrification. Precarious housing is not found in the neighborhoods. However, the neighborhoods are still experiencing demographic change related to gentrification with hot housing market activities.

**Purple: Advanced Exclusive**

The neighborhoods are identified as high-income tracts. They have no vulnerable populations and no precarious housing. Their housing market has higher home value and rent compared to the city average, while their appreciation is relatively slower than the city average. No considerable demographic change is found in the neighborhoods.

Figure 1 shows the neighborhood typologies in Salem with the draft CFA/WaMUA boundaries.

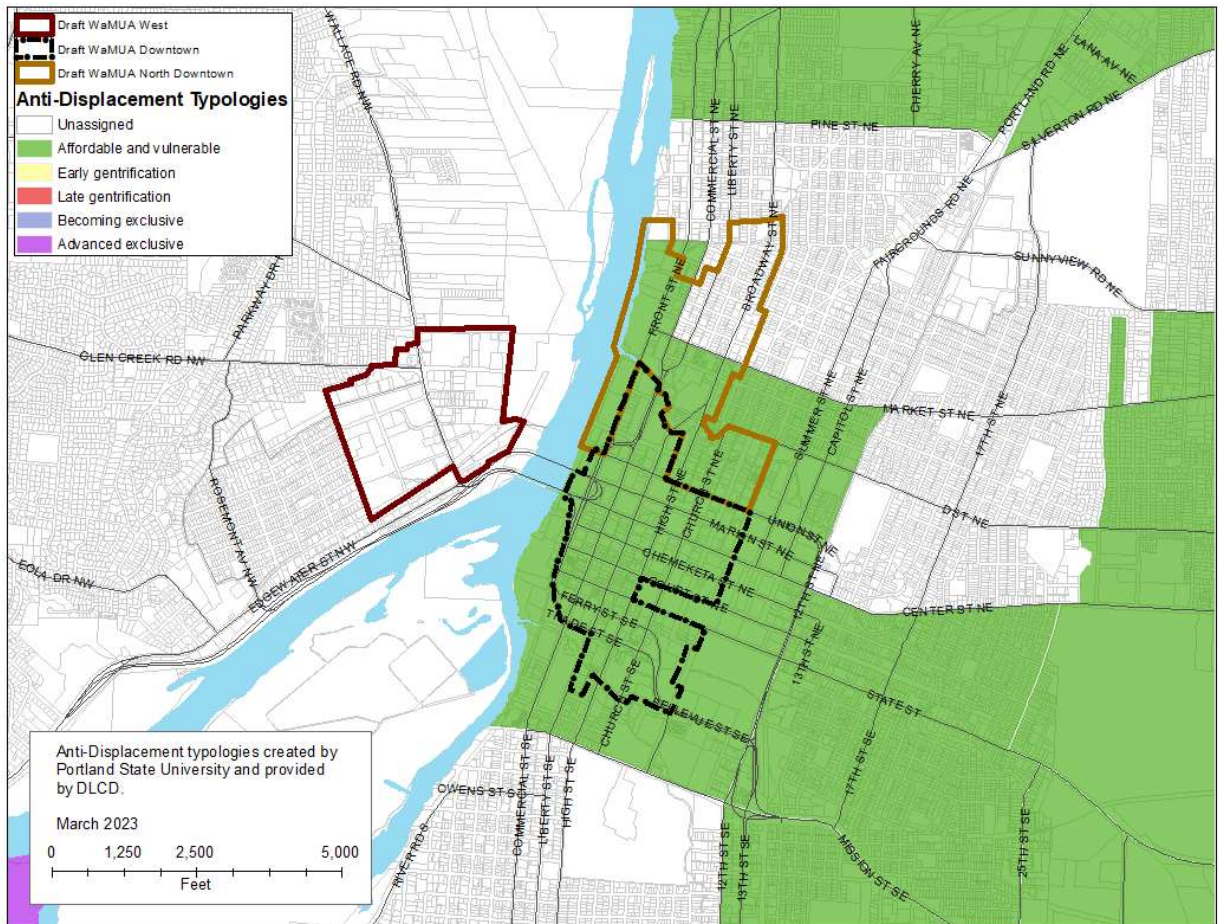


Figure 1 Map of Anti-Displacement Areas

Near the candidate WaMUAs, there is one neighborhood typology. The green “Affordable and Vulnerable” area is considered an area that has people vulnerable to displacement and precarious housing that may be easily targeted to gentrification.

Table 1 shows the percentage of each candidate WaMUA area that overlap with the anti-displacement typology of “Affordable and Vulnerable”.

Table 1 Percent of Draft WaMUAs in Neighborhood Type

Candidate Area	% of WaMUA in Typology	
	Affordable and vulnerable	
West	0%	
North Downtown	60%	
Downtown CBD	100%	



Figure 2 shows neighborhood typologies for the entire city. The city as a whole has three neighborhood typologies, in green: the Affordable and Vulnerable, in blue: “Becoming Exclusive” and in purple: “Advanced Exclusive”.

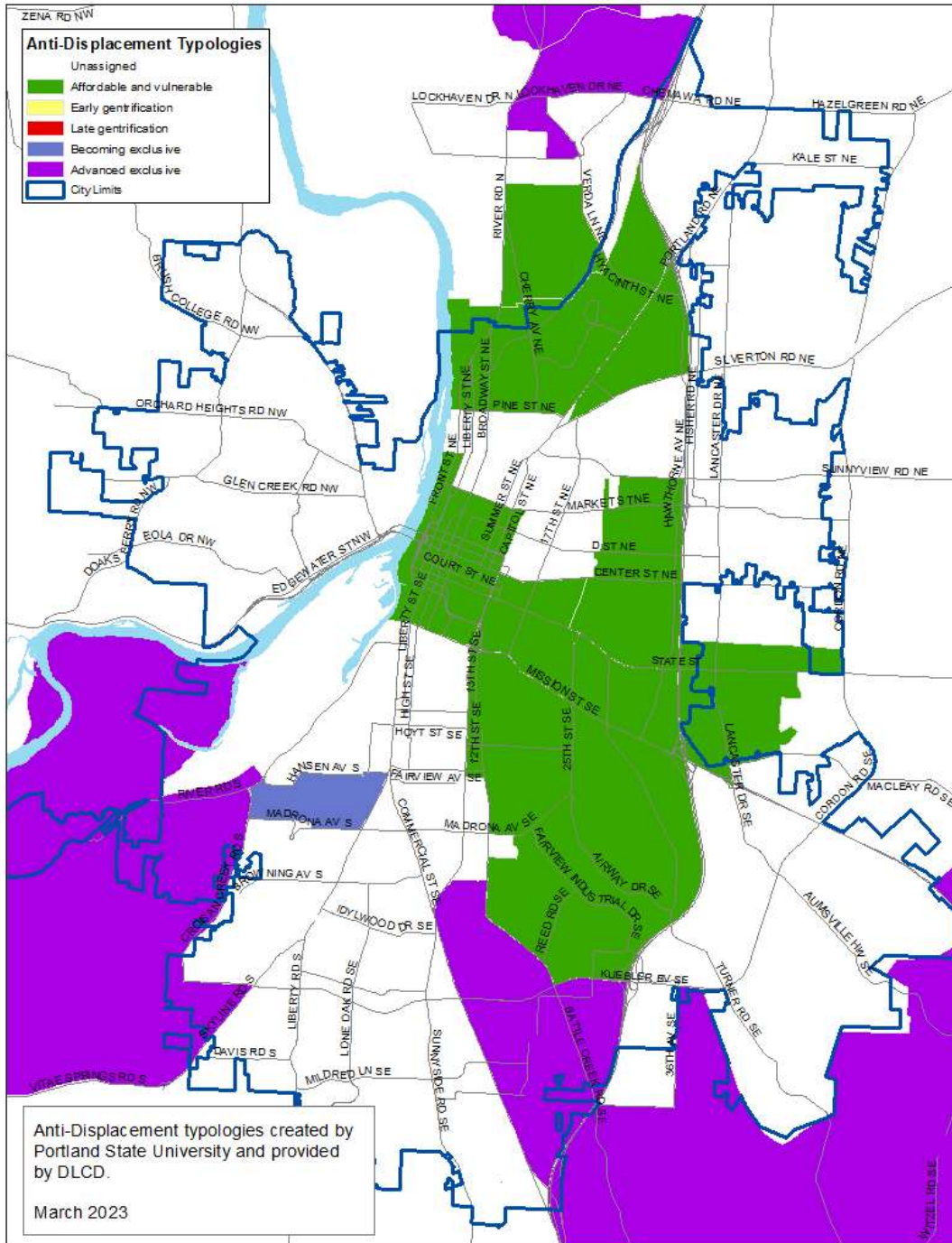


Figure 2 Anti-Displacement Typologies

A city-wide summary of zoning by anti-displacement category was also calculated without regard for the draft WaMUA boundaries. Figure 3 shows selected zoning categories, those allowing higher density residential development, with the anti-displacement data.

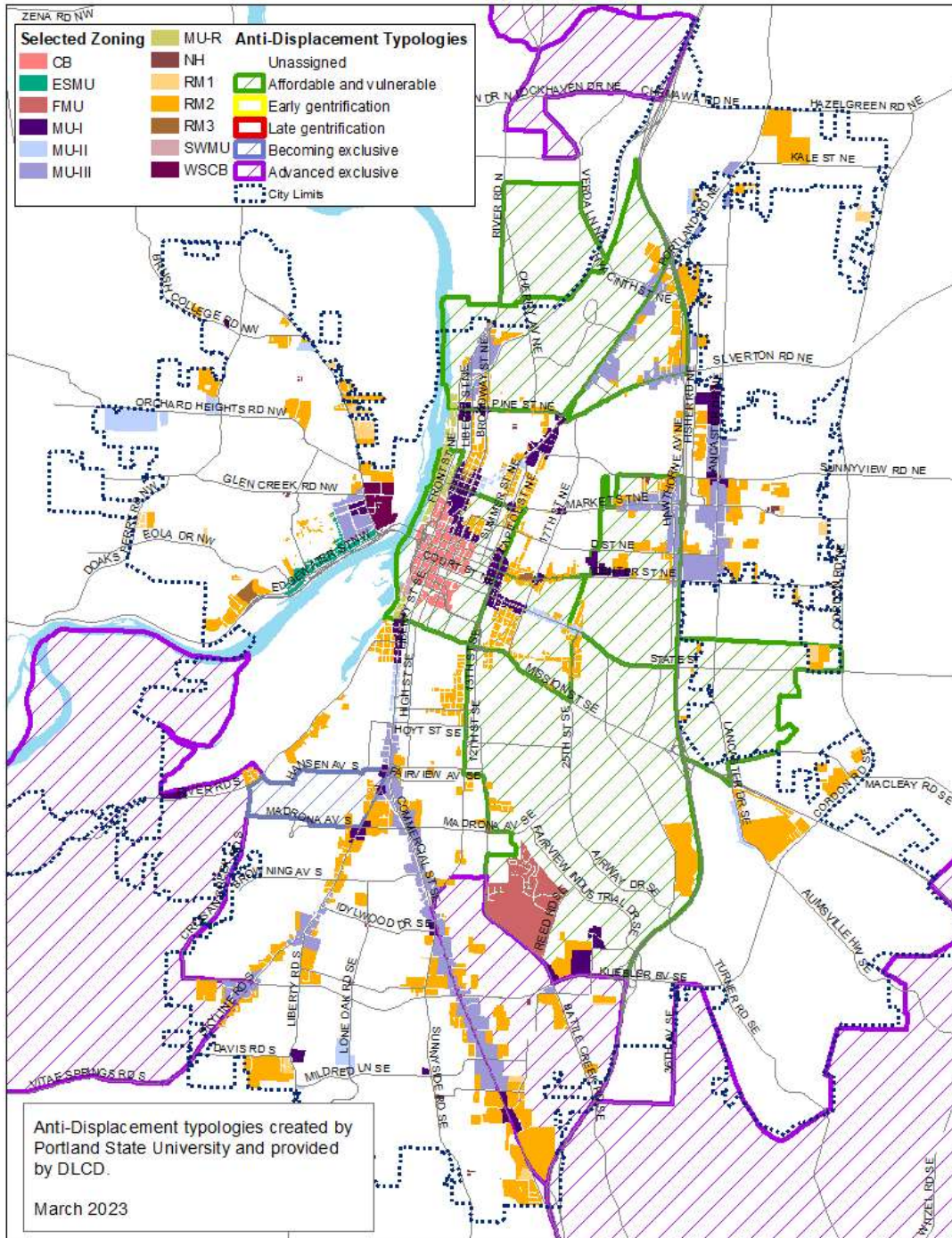


Figure 3 Selected Zoning Categories and Anti-Displacement Areas



Table 2 summarizes by acres the selected zoning categories from Figure 3 by anti-displacement typologies city-wide. There are areas where no typology has been specified.

*Table 2 Acres of Zoning by Typology City-Wide*

<b>Zoning</b>	<b>Advanced exclusive</b>	<b>Affordable and vulnerable</b>	<b>Becoming exclusive</b>	<b>No typology</b>	<b>Total</b>
CB		134			134
ESMU				53	53
FMU		255			255
MU-I	23	155	4	179	361
MU-II		20		168	188
MU-III	120	218	0	504	843
MU-R		51		14	65
NH	1	3		13	17
RM1	9	13		90	111
RM2	259	467	17	1,333	2,077
RM3		0		20	20
SWMU		8			8
WSCB				58	58
<b>Total</b>	<b>412</b>	<b>1,325</b>	<b>21</b>	<b>2,433</b>	<b>4,191</b>

Next steps

These initial results were provided to city staff in March. City staff will share the work with other staff and elected officials as they look at an appropriate planning analysis for the city. Potential appropriate strategies to mitigate gentrification and/or displacement for each draft CFA/WaMUA can be identified from the existing Housing production strategies inventory.

Potential strategies may be vetted by the city through public engagement, advisory committees, or elected bodies. The rule requirements in OAR 660-012-0310 (4)(f) require local governments to include the actions that may be employed to mitigate or avoid potential displacement.

Implementation of the identified strategies will occur later in the zoning phase of the Climate-Friendly Areas work. Identified strategies, maps, and discussion should be included in the local government’s report to DLCD.



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# Memorandum

**Date:** June 6, 2023  
**To:** City of Salem Staff  
**From:** Scott Whyte and Kim Sapunar, MWVCOG  
**Re:** **Technical memo #7**

## **From the Scope of Work:**

### **4.3 Preliminary Evaluation of Existing Development Standards and Potential Changes necessary to comply with OAR 660-012-0320 – [0315(4)(e)]**

Based on the work in Technical Memo #4 (existing and alternative development standards) and working with each local jurisdiction, Consultant will do a preliminary analysis summarizing whether existing development standards in the City will be sufficient to comply with OAR 660-012-0320 in potential climate friendly areas and/or if any changes are necessary to comply with OAR 660-012-0320. Consultant shall include the results in draft **Technical Memo #7** for the jurisdictions' review.

### **4.4 Analysis of how each potential climate friendly area complies, or may be brought into compliance, with the requirements of OAR 660-012-0310(1)– [0315(4)(d)]**

Consultant will work with City staff to produce an analysis of how each potential CFA complies or may be brought into compliance with OAR 660-012-0310(1). Consultant shall include this analysis in draft Technical Memo #7.

## **Background**

Technical memo #7 calls for identifying existing development standards and identifying potential changes to standards in order to make CFA/Walkable Mixed-Use Areas in compliance with OAR 660-012-0320. As work was conducted initially identifying candidate areas, and estimating housing potential, it was necessary to conduct the majority of this process associated with Step 2. Development standards for each zoning category associated with the three draft location areas are documented in technical memo #4 by using a candidate score sheets. These sheets identified the appropriate CFA rule and associated development. At the

time the scope was being drafted, it was unclear if enough analysis of the standards, potential alternative standards, and evaluation of compliance would take place early in task 2. Task 4 and technical memo #7 was included in the event that additional analysis on compliance was needed.

The analysis provided in technical memo #4 shows that the majority of the city’s existing development standards meet the requirements of OAR 660-012-0310 and OAR 660-012-0320 outline in a score sheet format. Under current development standards for height, the three designated areas meet the required target housing numbers. This memo will summarize the factors that would need to be updated by the city for compliance.

Study areas of three WaMUA locations

The work has focused on three locations to be designated CFA/WaMUA locations, downtown Salem in the central business area, north and adjacent to the central downtown location, and in West Salem. The assumption for these compliance factors is the city will designate one Primary CFA that is the central downtown area comprised entirely of land that is currently zoned CB, and the two other locations will be designated secondary CFAs. As secondary CFAs, the rule requirements are different.

Table 1 is a summary of the development factors that do not meet the requirements and will need to be updated for CFA/WaMUA compliance.

*Table 1 List of Needed Changes for OAR Compliance*

Zoning	Component	CFA rule	Needed Standard	Current Standard
CB	Res. Density - <i>as Primary CFA</i>	012-0320 (8)(c)	Min. of 25 dwelling units per net acre.	<ul style="list-style-type: none"> <li>• <b>CB</b> zone for residential at minimum of 20 du. / ac.</li> </ul>
WSCB	Density - <i>not Primary CFA</i>	012-0320 (8)(a)(b)	Min. 15 or 20 dwelling units per net acre.	<ul style="list-style-type: none"> <li>• <b>WSCB</b> zone has no minimum density. Need to set.</li> </ul>

**See CFA Scoresheet Analysis for full review of all applicable rule components in review of existing code standards.**

Additional required changes needed:

- Block length: Change to Salem code to meet the CFA requirement 660-012-0320 (5) (a) and (b), block lengths of 500 feet, or of 350 feet for sites greater than 5.5 acres.
- Floor Area: Add to Salem code to meet the CFA requirement 660-012-0320 (8), mixed-use development with a minimum floor to area ratio (FAR) of 2.0.

In addition, as part of 660-012-0320 (7), the City of Salem will have to include amendments which address transportation review, land use requirement, parking, and bicycle requirements. Those compliance factors were not part of this study but will be part of the implementation by the city.

(7) Local governments shall adopt policies and development regulations in climate-friendly areas that implement the following:

- (a) The transportation review process in OAR 660-012-0325;
- (b) The land use requirements as provided in OAR 660-012-0330;
- (c) The applicable parking requirements as provided in OAR 660-012-0435; and
- (d) The applicable bicycle parking requirements as provided in OAR 660-012-0630.

## Appendix: Table of Potential Units and Reference Map

*Table 2 Potential Units by Area and Zoning*

### Salem Potential Housing Units by Area and Zoning

Target Units required = 25,860

Area	Potential units	Acres	Zoning	Acres	Units
CB Zoning Only Downtown	12,944	134	CB	134	12,944

Area	Potential units	Acres	Zoning	Acres	Units
North Downtown Salem	7,747	127	MU-I	55	3,577
			MU-R	41	3,193
			RM2	28	742
			RM3	3	234

Area	Potential units	Acres	Zoning	Acres	Units
West Salem	9,316	123	MU-I	11	694
			MU-III	55	3,819
			WSCB	58	4,803

Total of three areas = 30,007

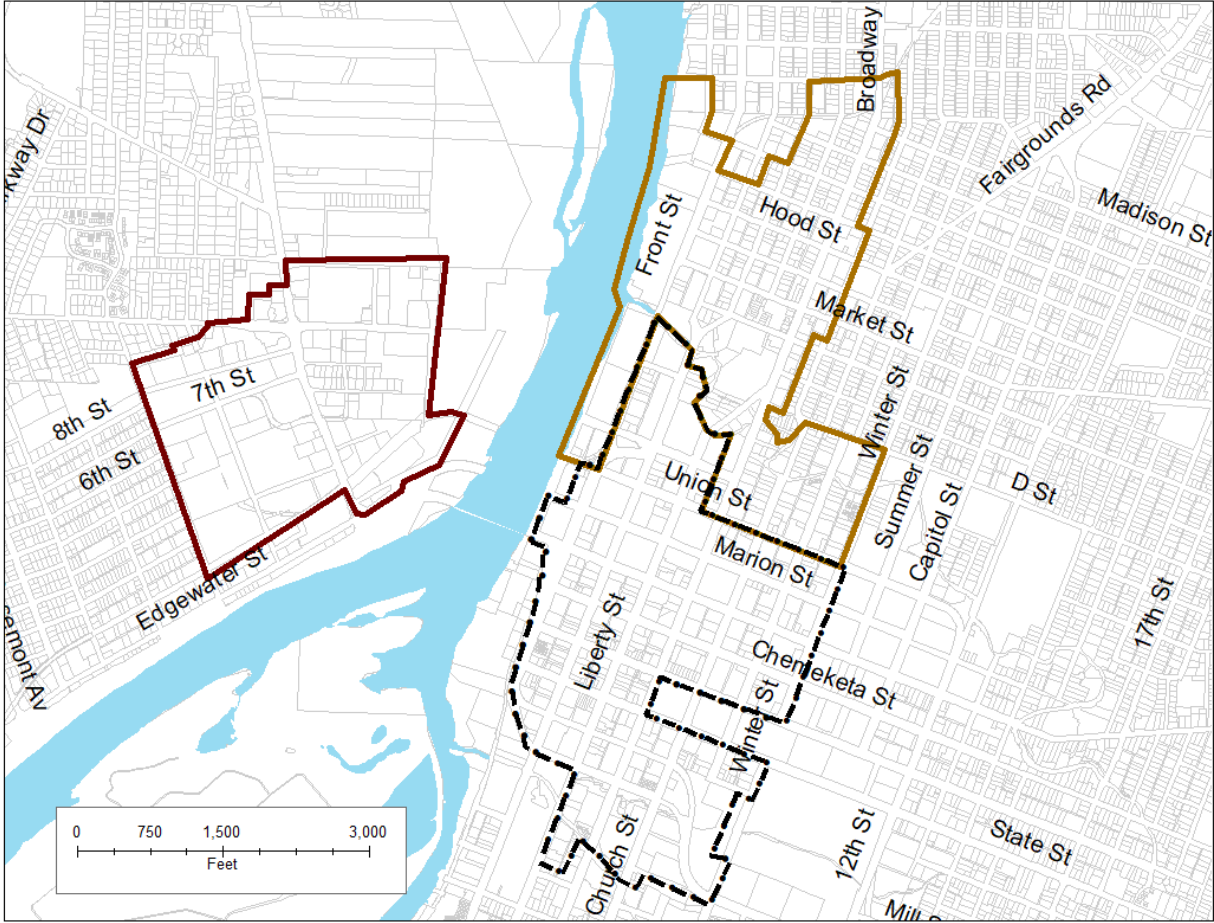


Figure 1 Draft Walkable Mixed-Use Areas



# CLIMATE FRIENDLY AND EQUITABLE COMMUNITIES COMMUNITY ENGAGEMENT PLAN

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JUNE 2023



**Prepared for:**

**City of Salem**  
555 Liberty St SE, RM 220  
Salem, OR 97301



**City of Keizer**  
930 Chemawa Rd NE  
Keizer, OR 97303



**Engagement for People with Disabilities:** Requests for accommodation and suggestions to better engage people with disabilities can be made by contacting:

- City of Keizer: Shane Witham, Planning Director, 503-856-3439, [withams@keizer.org](mailto:withams@keizer.org).
- City of Salem: Title VI/Section 504/ADA Coordinator, 503-540-2371, [humanrights@cityofsalem.net](mailto:humanrights@cityofsalem.net).

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- City of Keizer: Adam Brown, City Manager, 503-856-3414, [browna@keizer.org](mailto:browna@keizer.org).
- City of Salem: Title VI/Section 504/ADA Coordinator, 503-540-2371, [humanrights@cityofsalem.net](mailto:humanrights@cityofsalem.net).

# Climate Friendly and Equitable Communities

## Community Engagement Plan

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# 1 INTRODUCTION

In July 2022, the Oregon Land Conservation and Development Commission adopted the Climate-Friendly and Equitable Communities (CFEC) rules to reduce climate pollution and foster more walkable, mixed-use areas in our communities.

The new rules require cities in metropolitan areas to make a variety of land use and transportation changes. Salem, Keizer, and Marion County are specifically required to work together to develop a regional scenario plan that aims to reduce greenhouse gas (GHG) emissions and meet the State's climate pollution reduction targets for transportation.

Additionally, these rules require local jurisdictions to engage communities – particularly those that have been traditionally underserved – to better understand the impacts of past land use and transportation decisions on these communities and identify strategies for ensuring they are meaningfully engaged in this process.

This community engagement plan serves as a guide for when and how to engage stakeholders in the process of implementing the State CFEC rules, including identification of walkable, mixed-use areas; achieving greenhouse gas emissions reduction targets; and updating local transportation system plans.

This plan lays out:

- The context for the project, the goals for engagement, and how input will be incorporated into the planning process.
- Recommended strategies for engaging with underserved communities and key areas of interest and concern, based on early discussions with community leaders and groups.
- An overview of tools and strategies for engaging communities at different milestones in the process, based on decision points, resources and intended audiences.
- An overview of measures and metrics for evaluating the effectiveness of engagement activities to help adjust and refine the approach throughout the process.

## 2 PROJECT OVERVIEW

### 2.1 Climate Friendly and Equitable Communities Rules

The State of Oregon has a legislatively-set policy and goal to reduce Oregon's climate pollution by 75% by 2050 to avoid disastrous impacts to the environment, communities,

and economy. Oregon is currently not on track to meet this goal, especially regarding reducing pollution from transportation. In response, Governor Kate Brown directed state agencies to promote cleaner vehicles, cleaner fuels, and less driving. Additionally, the State of Oregon is grappling with a troubling history and current patterns of inequity and discrimination, including in its land use, zoning, and transportation investment decisions.

In 2020, the Oregon Land Conservation and Development Commission (LCDC) launched a rulemaking process and directed the Department of Land Conservation and Development (DLCD), Oregon's land use planning agency, to draft changes to Oregon's administrative rules that guide planning in Oregon's eight most populous areas. To develop these rules, DLCD staff engaged and worked with partners in state and local governments, planning practitioners, non-profit organizations, and community members through a rulemaking advisory committee. These meetings were supplemented by numerous other public-facing meetings, webinars, online engagement, and small group consultations.<sup>1</sup>

On July 21, 2022, the LCDC officially adopted the [Climate-Friendly and Equitable Communities \(CFEC\) rules](#). The rules strengthen requirements for Oregon's transportation and housing planning in regions with populations over 50,000 (Albany, Bend, Corvallis, Eugene/Springfield, Grants Pass, Medford/Ashland, Portland Metro, and Salem/Keizer). The rules require these communities to change their local transportation and land use plans to do more to ensure Oregonians have safe, comfortable ways to get around and don't have to drive long distances to meet their daily needs. The rules also aim to improve equity and help community transportation, housing, and planning serve all Oregonians, particularly those traditionally underserved.

The CFEC rules require Salem, Keizer, and Marion County to work together to develop a regional scenario plan to meet the State's climate pollution reduction targets. The State's target for the Salem-Keizer region is to reduce emissions from light vehicle travel by 30 percent by 2050 ([OAR 660-044-0025](#)).

Scenario planning is a planning process to evaluate different changes to local and regional land use and transportation plans and determine what changes are needed for the region to meet the State's climate pollution reduction targets. Salem, Keizer, and Marion County will specifically work to identify the policies, strategies, and performance measures needed to meet the region's target. This could include strategies and measures related to active transportation, transit, parking management, and roads.

The cities and county must submit a preferred scenario plan to the DLCD director, who then can approve it or refer it to LCDC for a public hearing. Once a preferred scenario

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<sup>1</sup> Climate-Friendly and Equitable Communities Outreach and Engagement Report: [https://www.oregon.gov/lcd/LAR/Documents/CFEC\\_Rulemaking\\_Engagement.pdf](https://www.oregon.gov/lcd/LAR/Documents/CFEC_Rulemaking_Engagement.pdf)



plan is approved, the cities and county must amend their comprehensive plan, land use regulations, and transportation system plans to implement the scenario plan. Any future changes to plan and regulations must continue to be consistent with the regional scenario plan.

## 2.2 Equity Requirements

The CFEC rules require that public engagement and decision-making place an increased emphasis on centering the voices of underserved populations. Cities and counties must determine whether the land use and transportation plans required by the CFEC rule improve outcomes for underserved populations by using an equity analysis. The rules also require identification of federally recognized sovereign tribes whose ancestral lands are included in the planning area, and notification and engagement of those tribes.

# 3 ENGAGEMENT PROCESS

## 3.1 Goals

Robust public involvement is a pillar of effective governance for Keizer and Salem. The following goals are established to guide public engagement for implementation of the CFEC rules:

- **Build awareness.** Ensure stakeholders, affected interests, and the public are aware of the timeline, process, intended outcomes, and decision-making structure for implementation of the CFEC rules, and how it fits in with past and future planning processes.
- **Center equity.** Ensure that voices of traditionally underserved populations, particularly those disproportionately harmed by past land use and transportation decisions, are engaged in ways that best meet their unique needs and allow them to be meaningfully involved throughout the process.
- **Foster understanding.** Provide project information in ways that are accessible and relevant to the diversity of stakeholders in our communities, so that they can confidently and accurately provide input.
- **Seek feedback.** Actively seek qualitative and quantitative information, including lived experience, to inform and guide land use and transportation plans that implement the CFEC requirements.
- **Demonstrate accountability.** Report back on input and engagement and how it has influenced the process and decisions.

- **Be consistent.** Ensure the community engagement process is consistent with applicable state and federal laws and requirements, and is sensitive to local policies, goals, and objectives.
- **Set realistic expectations.** Be honest and transparent about the funding and resources available for community engagement activities, and work to develop a budget-conscious community engagement program that provides meaningful opportunities for input and feedback that are both inexpensive and convenient for participants.

## 3.2 Key Audiences

### Interested Parties

The outreach process will provide opportunities for input and feedback from many interested people and organizations, including, but not limited to:

- Low-income residents and communities of color
- Tribal governments
- Elected and appointed officials
- Local area jurisdictions and regional agency
- Business organizations and associations
- Bike and pedestrian advocates
- Transit provider
- Environmental advocates
- Seniors
- People with disabilities
- Social service agencies
- Health equity advocates
- Schools and colleges
- Students, youth, and young adults
- Renters
- Housing advocates and builders
- Cultural and tourism advocates
- Neighborhood associations and groups
- Service organizations
- General public
- Local media

### Underserved Communities

The outreach process will center the voices of traditionally underserved populations, as required in OAR 660-012-0125. The list of those populations includes, but is not limited to:

- (a) Black and African American people;
- (b) Indigenous people (including Tribes, American Indian/Alaska Native and Hawaii Native);

- (c) People of Color (including but not limited to Hispanic, Latina/o/x, Asian, Arabic or North African, Middle Eastern, Pacific Islander, and mixed-race or mixed-ethnicity populations);
- (d) Immigrants, including undocumented immigrants and refugees;
- (e) People with limited English proficiency;
- (f) People with disabilities;
- (g) People experiencing homelessness;
- (h) Low-income and low-wealth community members;
- (i) Low- and moderate-income renters and homeowners;
- (j) Single parents;
- (k) Lesbian, gay, bisexual, transgender, queer, intersex, asexual, or two-spirit community members; and
- (l) Youth and seniors.

Maps provided in Appendix A show concentrations of populations of underserved communities within in the greater Salem/Keizer area. This data was extracted from a demographic profile developed by the Mid-Willamette Valley Council of Governments, using data from the Census Bureau’s American Community Survey (ACS) 2016-2020 data. Additional detail can be viewed on the Council of Governments web page as part of the Transportation Disadvantaged Reports available at: <https://www.mwvcog.org/programs/transportation-planning/skats/reports-and-data/>.

## **4 CONSIDERATIONS FOR ENGAGEMENT WITH UNDERSERVED COMMUNITIES**

Project staff held one-on-one discussions with eight leaders of community organizations, groups, or agencies that serve traditionally underserved communities, including low-income residents and communities of color. The purpose was to better understand how to best engage underserved communities in this CFEC work and future planning work. The eight community leaders were all asked the same questions, which focused on what they thought were challenges to community engagement as well as successful strategies. They were also asked about the idea of a new equity roundtable and if or how it should be formed and structured.

The key themes from these one-on-one discussions are provided below. The input has been used – and will continue to be used – to shape how community engagement is conducted during the implementation of CFEC rules and other planning work.

## **Engagement Challenges**

- It can take a lot of time to educate people, so they can meaningfully engage on policy issues.
- Issues like climate change can seem less immediate or pressing to people.
- Some engagement strategies can exclude people, such as online-only events, meetings held only during the day, and news articles.
- Nonprofits are already very busy, which can make engagement with them challenging.

## **Engagement Successes and Suggestions**

- Attend existing events or meetings, particularly culturally-specific events, church gatherings, or social group meetings.
- Engagement strategies that have worked for specific audiences include: Emails for nonprofits, texts or social media for younger generations, paper surveys and mail for lower-income people, and information at cultural markets for communities of color.
- Issues need to be framed in a way that matters to people, and the use of graphics, concrete examples, and discussion of immediate actions can help.
- Questions need to be tailored to the audience, with simple questions for the public and broader, more detailed questions for community or organizational partners.

## **Equity Roundtable Input**

- A roundtable should include cultural communities and major nonprofits, and it should be small enough to allow meaningful discussion.
- People can be asked to self-identify the community groups with whom they associate.
- Consider inviting one person from each organization and allow them to bring another person if they would like.
- Meetings should be in person (or at least hybrid) and 90 minutes long, and they should have a strict agenda/focus, include activities, and be held on Tuesdays through Thursdays.
- Offer translation, food, a giveaway, and/or childcare if needed.
- Try out the roundtable and make changes later if needed, and it could be held quarterly after being established.
- A roundtable may not be sufficient engagement on its own because some groups do not have time to participate.

## 5 ENGAGEMENT TOOLS AND ACTIVITIES

A variety of engagement tools and activities will be used to accomplish the engagement goals outlined above. Below is an overview of tools and strategies that could be used for engaging communities at different milestones in the process, based on decision points, resources, and intended audiences. Some of the key considerations for using each tool include:

- **Level of Engagement:** What level of engagement is this tool best suited for to help with decision-making? (Based on the [IAP2 Spectrum of Engagement](#))
- **Reach:** What is the breadth of public input that can be expected from this tool? (Broad, medium, focused)
- **Resource Level:** What is the level of staff and financial resources required to implement this tool? (high, medium, or low)

A summary of engagement work that has been completed to date is provided in Appendix B.

### 5.1 Informational Materials

Informational materials can be developed at key milestones in the process to keep people informed about technical work, decision points, and opportunities to provide input. They can be developed in a variety of mediums including:

- Project fact sheets
- Project webpage or website
- Email and social media notifications
- News releases
- Maps and Infographics
- Mailings

<b>Level of Engagement</b>	Inform
<b>Reach</b>	Broad
<b>Resource Level</b>	Low

### 5.2 Community Events

Attending community events, such as farmers markets or community celebrations, can be a valuable way to meet people where they are and engage people that may not actively participate in other engagement activities. Attending community events, particularly culturally specific events, early in the process can be a way to gather input from underserved communities.

<b>Level of Engagement</b>	Inform/ Consult
<b>Reach</b>	Medium
<b>Resource Level</b>	Medium

### 5.3 Webinars

Webinars can attract larger, broad and diverse audiences, though they have limitations on soliciting meaningful input. Webinars near the beginning of the process can be a tool to share information about the overall process, initial analysis work, potential approaches and answer general questions. Webinars could also be used at the end of a phase to share findings of that phase.

<b>Level of Engagement</b>	Inform/Consult
<b>Reach</b>	Medium/High
<b>Resource Level</b>	Medium

### 5.4 Intercept Surveys

Intercept surveys are short surveys or questionnaires that are conducted at a community event or activity and engage people that may not actively participate in other engagement activities, such as an open house. Intercept surveys could be used in tandem with attending community events to solicit input on housing and transportation needs, or desired outcomes. They could also be used to gather preferences to help narrow or refine alternatives.

<b>Level of Engagement</b>	Consult
<b>Reach</b>	Medium
<b>Resource Level</b>	Medium

### 5.5 Online Survey

An online survey can be a tool to gather broad input. Once a list of potential alternatives or strategies is identified, a survey can be used to solicit preferences or to gather concerns or considerations.

<b>Level of Engagement</b>	Consult
<b>Reach</b>	High
<b>Resource Level</b>	Medium

### 5.6 Focus Groups

Focus groups bring together a small group of people (8-10) to answer questions in a moderated setting. Focus groups can be a useful way to gather input from underserved communities that are not well represented in other engagement activities. They could be used to gather input from various groups on general housing and transportation needs. They could also be used if the potential alternatives have a high concentration of an underserved community or contain important cultural institutions for unserved communities (such as a church, community center, etc.)

<b>Level of Engagement</b>	Consult
<b>Reach</b>	Focused
<b>Resource Level</b>	High



## 5.7 Community Briefings

Briefings with cultural interest groups, neighborhood groups, and advocacy groups offer a chance to share information, usually tailored to the groups' interests, gather feedback, and discuss key issues or concerns. They could be used with groups that may be particularly impacted by an alternative to better understand the potential impacts and identify ways to minimize or mitigate impacts. Community briefings with neighborhood groups can also be a useful to help refine alternatives.

<b>Level of Engagement</b>	Consult/ Involve
<b>Reach</b>	Focused
<b>Resource Level</b>	Low/ Medium

## 5.8 In-Person Open Houses

In-person open houses provide people a chance to learn about a project and engage directly with the project team and other community members. In-person open houses could be used alternatives have been identified. They would ideally take place within areas impacted by an alternative. The format could include a short presentation and then open time for attendees to review and mark up maps with project team staff members to understand potential impacts and opportunities.

<b>Level of Engagement</b>	Consult/ Involve
<b>Reach</b>	Medium
<b>Resource Level</b>	High

## 5.9 Roundtables

Roundtables are a way to bring together a diverse group of community leaders to solicit input at key milestones in the process. A roundtable focused on equity and displacement considerations can be a useful way to gather input from key community leaders.

<b>Level of Engagement</b>	Involve/ Collaborate
<b>Reach</b>	Medium
<b>Resource Level</b>	Medium/High

## 5.10 One-on-one interviews

Interviews are a great tool to gather input about lived experience in a setting that allows people to be more open and candid. Interviews with community leaders could be used at the beginning of the process to better understand the issues and concerns that may arise from various groups throughout the process.

<b>Level of Engagement</b>	Involve/ Collaborate
<b>Reach</b>	Focused
<b>Resource Level</b>	Medium

### 5.11 Advisory Group or Committee

Advisory committees can be formed to make recommendations to the Planning Commission and City Council on items that require Council adoption, including code changes and updates to the Comprehensive Plan, including the Transportation System Plan.

<b>Level of Engagement</b>	Collaborate
<b>Reach</b>	Medium/ High
<b>Resource Level</b>	High

### 5.12 Engagement with Decision-makers

It is important to engage with city councils and planning commissions throughout a planning process to keep them informed and solicit guidance at key milestones as needed. Final decisions on changes to the Comprehensive Plan, including the Transportation System Plan, and associated zoning code changes will require recommendations from planning commissions and adoption by city councils.

<b>Level of Engagement</b>	Empower
<b>Reach</b>	Focused
<b>Resource Level</b>	Medium

## 6 KEY MESSAGES

Using key messages throughout project communications is helpful to maintain consistent messaging about the project’s goals and outcomes. These messages can appear on written communications and serve as talking points and can be adapted to include feedback and themes from various phases of the project. Below are examples of key messages; additional messages will be developed for use as the project evolves through its different phases.

### What are the elements of this project?

- **Walkable, Mixed-Use Areas:** Communities like ours are required by the State to identify key walkable, mixed-use areas in an effort to increase housing options, boost transportation choices, and reduce pollution. These areas are also referred to in State rules as Climate Friendly Areas.
- **Regional Scenario Planning.** An exercise for exploring an area's long-term future to reduce greenhouse gas emissions. As part of this, we will look at how different policies might support growth and development in our walkable, mixed-use areas.

- **Transportation System Plan.** The blueprint for the City's transportation investments over the next 20 years. As we update this plan, we will identify key investments to ensure our walkable, mixed-use areas are safe and easy to get around without a car.

### **Why is this project important?**

- In 2007, Oregon legislators adopted a policy and goal to reduce Oregon's climate pollution by 75% by 2050. That's what the science calls for, if we're going to avoid catastrophic impacts to our environment, communities, and economy.
- Fifteen years later, we're far off track in our efforts to meet those goals – and we're already experiencing real-world impacts of climate disruption, with increasing wildfires, in size, severity, and timing, and record heat waves that have cost Oregonians their homes, and their lives.
- One of the biggest contributors to climate pollution is transportation from vehicles.

### **How is equity considered in this process?**

- The process requires centering voices of underserved populations and working towards equitable outcomes. This process will include an equity analysis and equity-focused engagement to better understand the impacts to underserved communities. This input will help shape both the process and outcomes. We will look for opportunities to minimize, avoid, or mitigate any potentially significant impacts to underserved communities before any final decisions are made.

### **How will the community be able to provide input to this process?**

- We are committed to keeping stakeholders informed throughout the process and seeking input before any decisions are made.

## **7 EVALUATION**

The primary evaluation of public engagement will be based on the established Community Engagement Goals, listed in Section 3. The project team will use both quantitative and qualitative information to assess whether the goals of engagement are being met. Below is a list of metrics that the project team will strive to track throughout the project to help assess and refine engagement strategies to better meet the engagement goals.

## **7.1 Quantitative Metrics**

- Number of website hits
- Number of social media views
- Number of emails/comments
- Number of e-newsletter sign ups
- Attendance at engagement activities
- Number of media stories

## **7.2 Qualitative Metrics**

- Are the questions and input received from stakeholders relevant, indicating that the informational materials are clear and accessible?
- Is input from stakeholders clearly documented and shared with the project team?
- Is input from stakeholders meaningfully informing the process and outcomes of the project?
- Are stakeholders aware of how their input has been used?
- Do stakeholders feel that the process has been open, transparent, and accessible, even if they do not fully agree with the outcomes?

## **7.3 Equity Metrics**

Since equity is central to the engagement process, the project team will use the following questions to evaluate whether underserved communities are meaningfully engaged in the process:

- Are underserved communities well-represented in engagement events? Consider general events and targeted events separately. Strive to capture demographic information through engagement events when possible.
- Is input from underserved communities clearly highlighted and shared with the project team?
- Is input from underserved communities informing the process and outcomes of the project?
- Is the project process helping to strengthen relationships between underserved communities and jurisdictions?

## **8 APPENDICES**

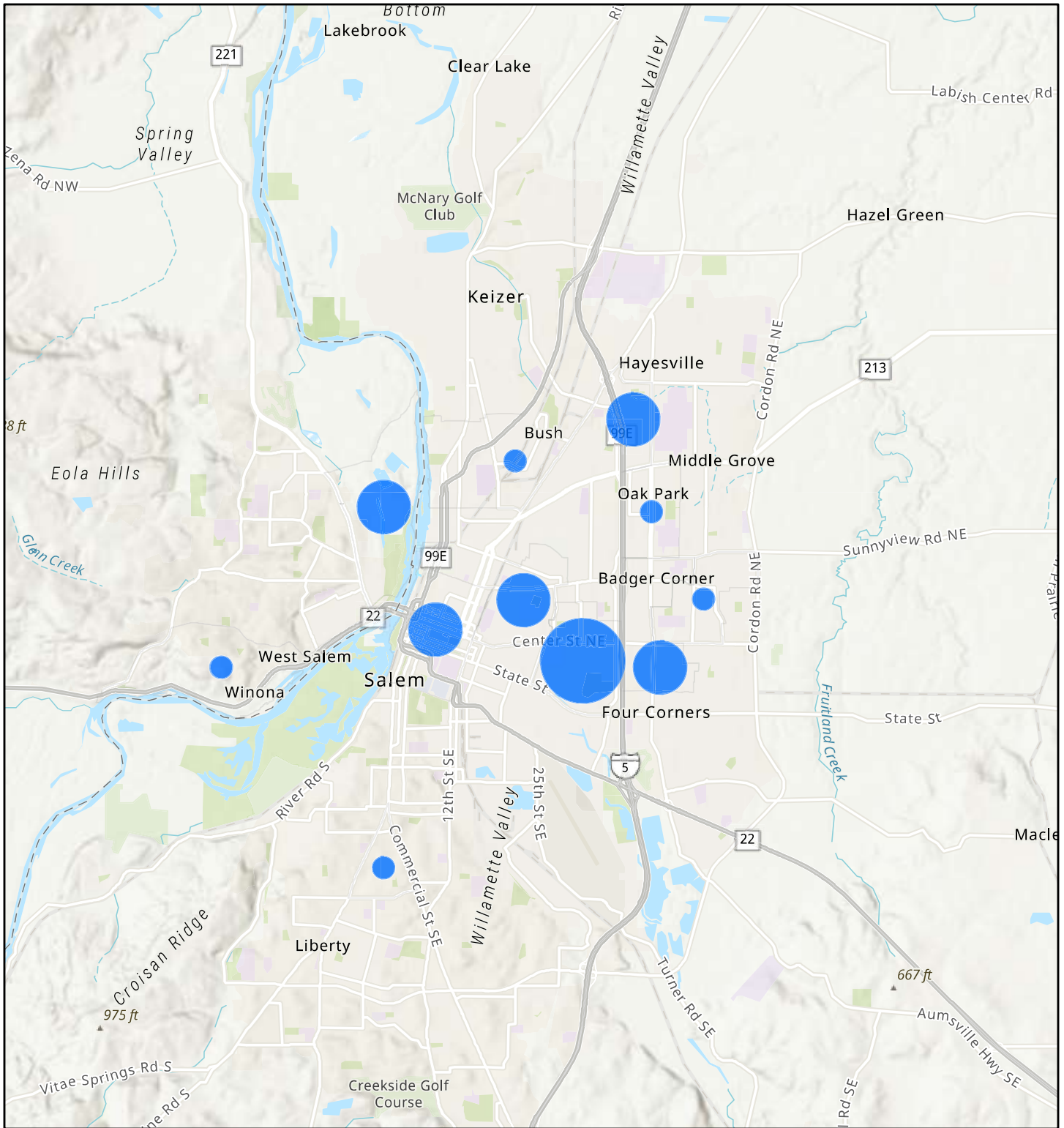
### **8.1 Appendix A: Demographic Maps of Salem/Keizer Area**

The following pages include maps reflecting demographic data for the Salem/Keizer Area. This data was compiled by the Mid-Willamette Valley Council of Governments using data from the US Census, American Community Survey. These maps represent American Community Survey 2016-2020 data, release date March 17, 2022.

The maps included cover the following topics:

- Availability of Vehicle
- Dependent Age Groups (Less than 18 and greater than 65)
- Hispanic or Latino Origin
- Linguistic Isolation
- Poverty

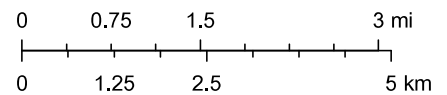
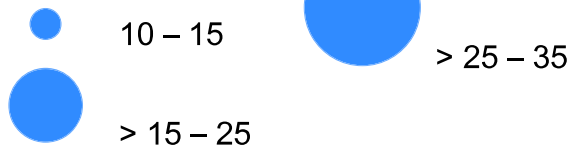
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Availability of Vehicle



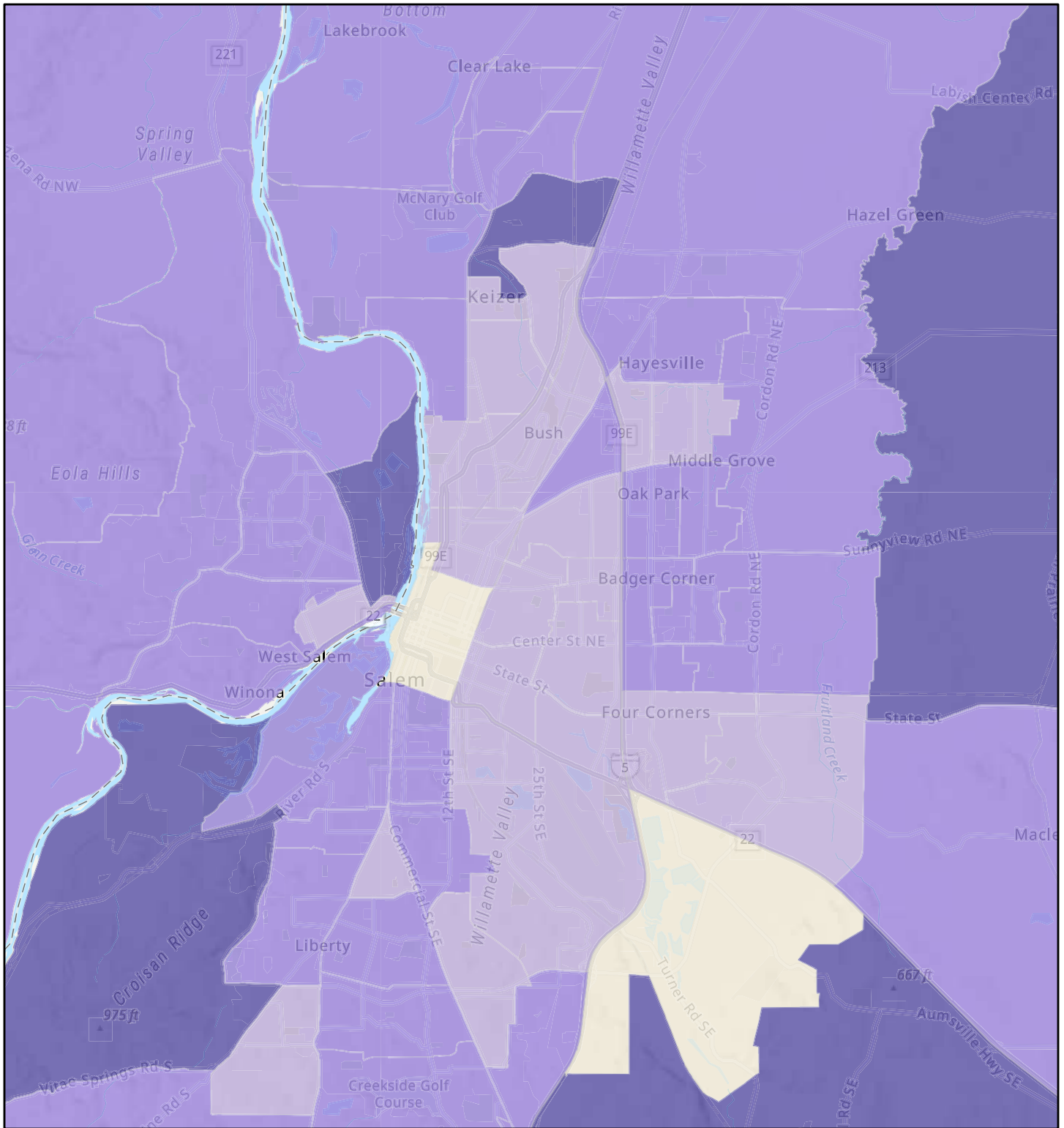
Esri, NASA, NGA, USGS, City of Salem, Oregon, Oregon Metro, Oregon State Parks, State of Oregon GEO, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA

ArcGIS Web AppBuilder

Esri, NASA, NGA, USGS | City of Salem, Oregon, Oregon Metro, Oregon State Parks, State of Oregon GEO, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA

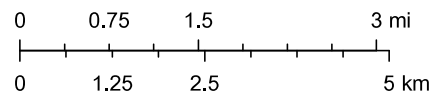
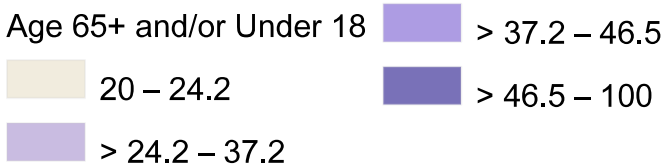


# Dependent Age Groups (under 18 or 65+)



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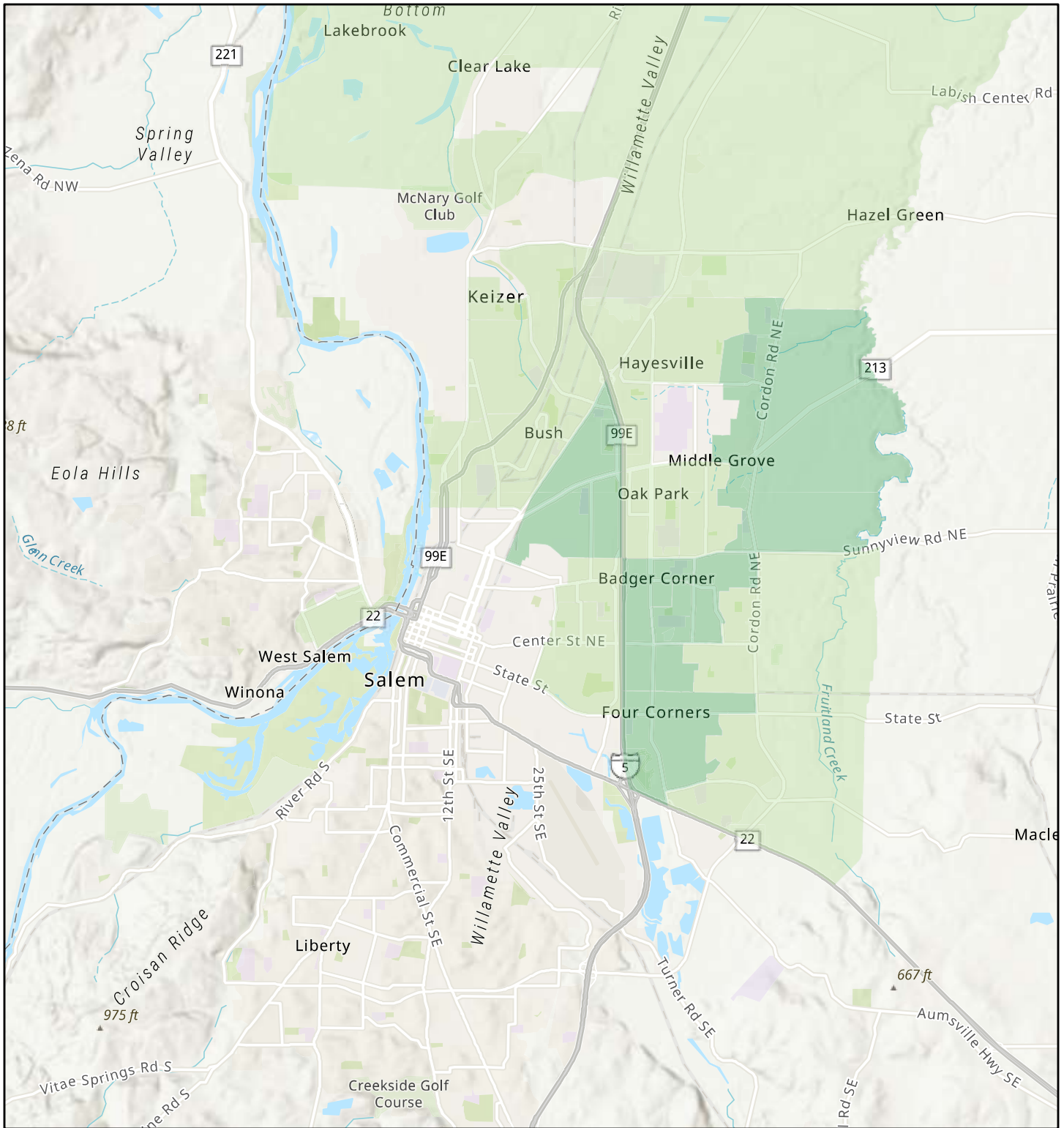
1:144,448



Esri, NASA, NGA, USGS, City of Salem, Oregon, Oregon Metro, Oregon State Parks, State of Oregon GEO, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA

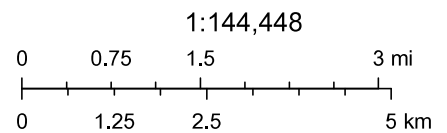
ArcGIS Web AppBuilder

# Hispanic or Latino Origin



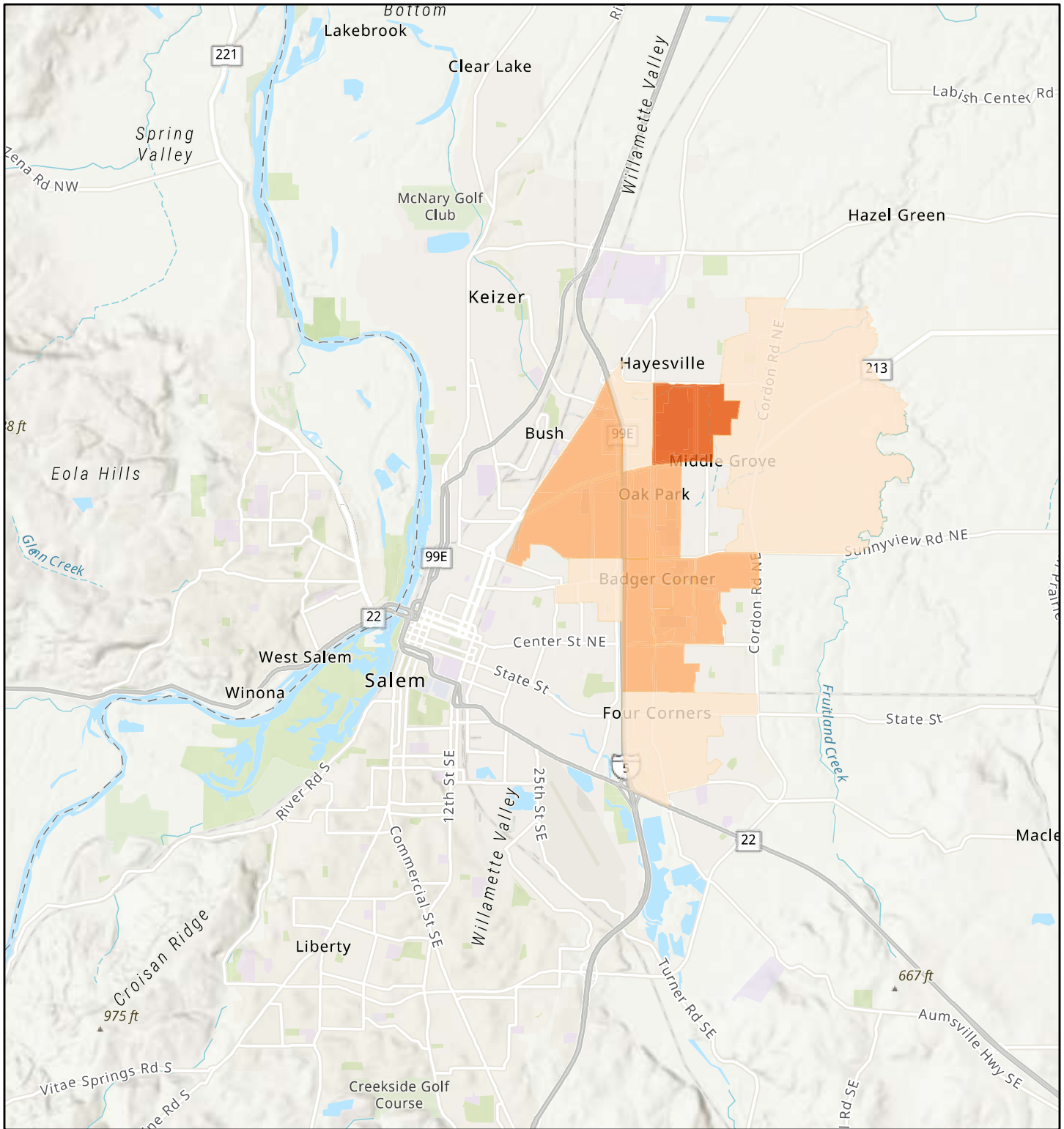
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## Percent of Hispanic Origin Population



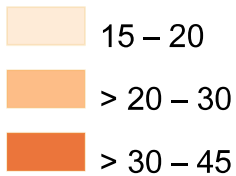
Esri, NASA, NGA, USGS, City of Salem, Oregon, Oregon Metro, Oregon State Parks, State of Oregon GEO, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA

# Limited English Ability

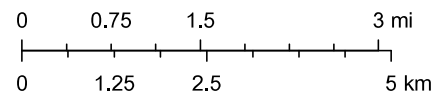


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## Linguistic Isolation



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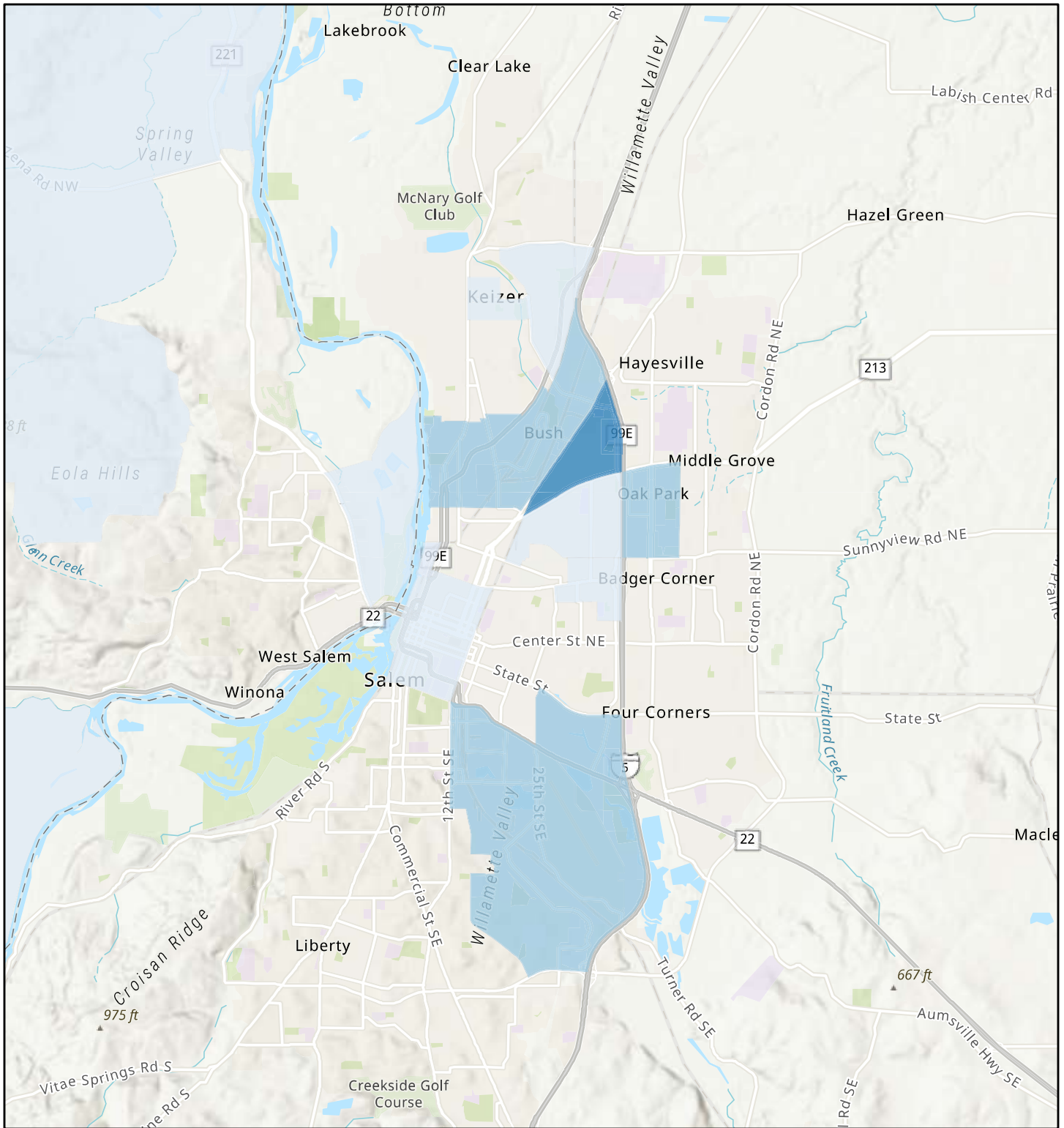


Esri, NASA, NGA, USGS, City of Salem, Oregon, Oregon Metro, Oregon State Parks, State of Oregon GEO, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA

ArcGIS Web AppBuilder



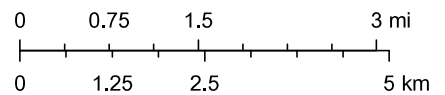
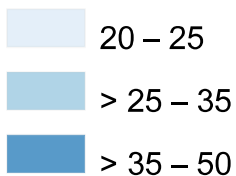
# Population below Poverty Level



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## Poverty Statistics



Esri, NASA, NGA, USGS, City of Salem, Oregon, Oregon Metro, Oregon State Parks, State of Oregon GEO, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA

ArcGIS Web AppBuilder

## 8.2 Appendix B: Summary of Community Engagement (through June 2023)

Date	Event/Outreach	Topic
July 11, 2022	Salem Climate Action Plan Committee	CFEC and TSP Overview
Sept. 19, 2022	Joint Work Session Salem City Council/Transit Board	Included overview of CFEC and TSP next steps
Nov. 7, 2022	Salem Climate Action Plan Committee	CFEC and Parking
January 2023	Salem in Motion Website Launched	CFEC and TSP
January 13, 2023	Mailchimp	Parking open house announcement
January 26, 2023	Quarterly Salem Neighborhood Association Chairs' Meeting	CFEC overview
January 31, 2023	Virtual Rotary Meeting – South Salem Rotary	CFEC overview
January 31, 2023	Parking reform open house	Parking reform proposal to eliminate all minimum off-street parking requirements
February 3, 2023	Mailchimp	Virtual public meeting on Walkable, Mixed-Use Areas announcement
February 13, 2023	Archeology Roundtable (Tribal governments)	CFEC overview
February 14, 2023	Salem Planning Commission meeting	CFEC overview
February 22, 2023	Salem Land Use Chairs meeting	CFEC overview

<b>Date</b>	<b>Event/Outreach</b>	<b>Topic</b>
February 23, 2023	WaMUA Virtual zoom	Joint with DLCD and Keizer (up to 70 people logged on – also recorded and posted to web)
March 7, 2023	Southwest Area Neighbors (SWAN) – Salem	CFEC overview
March 13, 2023	Cherriots/Salem Coordination meeting	WaMUAs
March 16, 2023	Northgate Neighborhood Association – Salem	TSP and parking
March 21, 2023	Salem Equity Roundtable	CFEC overview, land use and displacement
April 10, 2023	Salem City Council Public Hearing	Public Hearing on parking regulation changes
April 20, 2023	Salem Equity Roundtable	Land use and displacement
May 1, 2023	International Workers Day Event @ State Capitol	Provided information flyers (English and Spanish) on Salem in Motion project
May 10, 2023	Salem Citizens Advisory Traffic Commission	Salem in Motion – CFEC transportation items
May 17, 2023	Mid-Willamette Valley Association of Realtors	CFEC overview
May 25, 2023	Salem Equity Roundtable	Land use and displacement
June 15, 2023	Salem Service Day	Salem in Motion Outreach
June 23-25, 2023	World Beat Festival	Salem in Motion Outreach
June 26, 2023	Salem City Council Information Report	Scenario Planning Work Program

## **8.3 Appendix C: Community Engagement for Walkable, Mixed-Use Areas Study**

### **1 BACKGROUND**

In July 2022, the Oregon Land Conservation and Development Commission adopted the Climate-Friendly and Equitable Communities (CFEC) rules to reduce climate pollution and foster more walkable, mixed-use areas in our communities.

The new rules require the City of Salem to go through a process of designating walkable, mixed-use areas (WaMUAs), which the State refers to as “climate-friendly areas.” The first part of that process is for Salem to study and identify potential locations for these areas. The City is also required to engage the community – particularly those that have been traditionally underserved – to better understand the impacts of past land use and transportation decisions on these communities.

All of this work will build off of previous planning projects. Specifically, the City will draw on the work of the Our Salem project, which rezoned many areas across Salem – particularly corridors served by frequent transit service – to mixed-use. It was through this four-year project that the City engage the community broadly to envision how Salem should grow and develop in the future. The project, which was adopted in the summer of 2022, resulted in an update of Salem’s Comprehensive Plan, Comprehensive Plan Map, zoning map, and zoning code.

Looking forward, this community engagement plan – specifically this appendix – will provide additional strategies and methods that the City can and will use to further its engagement efforts in the WaMUAs designation work.

In addition, this appendix lays out:

- The context for the project, the goals for engagement, and how input will be incorporated into the designation process
- Recommended strategies for engaging with underserved communities

#### **1.1 Walkable, Mixed-Use Areas Designation Process**

The CFEC rules define WaMUAs as places where people can meet most of their daily needs without having to drive. These areas are intended to contain a greater than average mix and supply of housing, jobs, businesses, and services, and a higher intensity of development. The rules provide some minimum requirements for these areas, with a set of clear and objective standards that may be adopted, or a process for



local governments to craft their own standards. It is expected that many of these areas will be established in existing downtowns or other established urban centers.

The rules require that jurisdictions study and identify potential WaMUAs by December 31, 2023, and then adopt updated development standards within these areas by December 31, 2024, unless alternative deadlines are approved by the State.

## **1.2 Equity Requirements**

The CFEC rules require a community engagement plan and engagement-focused equity analysis be conducted as part of the study phase of the designation process. The engagement-focused equity analysis requirements include:

- (a) Engage with members of underserved populations to develop key community outcomes;
- (b) Gather, collect, and value qualitative and quantitative information, including lived experience, from the community on how the proposed change benefits or burdens underserved populations;
- (c) Recognize where and how intersectional discrimination compounds disadvantages;
- (d) Analyze the proposed changes for impacts and alignment with desired key community outcomes and key performance measures;
- (e) Adopt strategies to create greater equity or minimize negative consequences; and
- (f) Report back and share the information learned from the analysis and unresolved issues with people engaged.

## **2 ENGAGEMENT PROCESS**

### **2.1 Goals, Methods, and Key Audiences**

Robust public involvement is a pillar of effective governance for Salem. The City's goals for community engagement and equity are included in Chapter 6 of the recently-updated Salem Area Comprehensive Plan. That plan can be found online here:

<https://www.cityofsalem.net/home/showpublisheddocument/5142/637969534610430000>

These goals and policies include fostering collaborative partnerships with all segments of the community, reducing barriers to participation, and expanding opportunities for Salem's underserved and underrepresented groups to participate in planning and investment decisions. These goal and policies have and will continue to inform Salem's engagement in this WaMUAs designation process – as explained below – as well as in

future implementation of the CFEC rules. In addition, the City has established additional engagement goals that are outlined in this Community Engagement Plan.

## **Engagement Methods**

As mentioned earlier, the WaMUAs designation process builds on the Our Salem project, which rezoned areas across Salem to encourage pedestrian-friendly, mixed-use development. The Our Salem project included extensive community engagement over four years. That engagement process is described in Chapter 3 of the [Comprehensive Plan](#) and forms the foundation of the WaMUAs designation process. An overview of the specific methods and activities can be found online here:

<https://salem.legistar.com/View.ashx?M=F&ID=10971710&GUID=24FDD40A-E865-444D-AA42-9F0C10D28036>

Staff engaged the community throughout the Our Salem project, with extensive outreach occurring between the fall of 2019 and winter of 2021. The community provided input in a variety of ways, including in-person and virtual meetings, surveys, interactive maps, public workshops, property owner meetings, community events, and stakeholder interviews. Staff hosted or attended roughly 260 in-person and virtual meetings and events and engaged with more than 80 community groups throughout the Our Salem project.

Ten surveys and three interactive maps allowed the public to provide feedback on a variety of topics, including growth scenarios, Comprehensive Plan policies, and changes to land use designations and zoning. Social and traditional media also helped to increase awareness of the project and publicize opportunities for engagement. Staff used email and direct mail to update interested parties, property owners, and tenants on the project and provide opportunities to contact staff with questions or concerns.

All of this engagement was conducted to foster meaningful involvement from all segments of the community, particularly those that have historically been left out of City projects. Specifically, staff expanded opportunities for communities of color and other underrepresented groups to participate in and provide input in the Our Salem project. In 2022, DLCD and the Citizen Involvement Advisory Committee recognized this community engagement work, awarding the City the [Achievement in Community Engagement](#) (ACE) Award for the Our Salem project.

## **Interested Parties**

The Our Salem engagement process provided opportunities for input and feedback from many interested people and organizations, including, but not limited to:

- Low-income residents and communities of color
- Tribal governments
- Elected and appointed officials
- Local area jurisdictions and regional agency
- Business organizations and associations
- Bike and pedestrian advocates
- Transit provider
- Environmental advocates
- Seniors
- People with disabilities
- Social service agencies
- Health equity advocates
- Schools and colleges
- Students, youth, and young adults
- Renters
- Housing advocates and builders
- Cultural and tourism advocates
- Neighborhood associations and groups
- Service organizations
- General public
- Local media

### **Underserved Communities**

The engagement process centered the voices of traditionally underserved populations, and additional engagement will continue to center these voices, as required in OAR 660-012-0125. The list of those populations includes, but is not limited to:

- (m) Black and African American people;
- (n) Indigenous people (including Tribes, American Indian/Alaska Native and Hawaii Native);
- (o) People of Color (including but not limited to Hispanic, Latina/o/x, Asian, Arabic or North African, Middle Eastern, Pacific Islander, and mixed-race or mixed-ethnicity populations);
- (p) Immigrants, including undocumented immigrants and refugees;
- (q) People with limited English proficiency;
- (r) People with disabilities;
- (s) People experiencing homelessness;
- (t) Low-income and low-wealth community members;
- (u) Low- and moderate-income renters and homeowners;
- (v) Single parents;
- (w) Lesbian, gay, bisexual, transgender, queer, intersex, asexual, or two-spirit community members; and
- (x) Youth and seniors.

Chapter 1 of Salem’s [Comprehensive Plan](#) includes descriptions and maps of the community’s demographics, including areas where there are concentrations of

populations of underserved and underrepresented communities. This information helped inform Salem’s engagement during the Our Salem project as well as additional engagement work that the City plans to conduct. Updated maps for key demographics are included in **Appendix A**.

## **2.2 Decision-Making**

The designation process for walkable, mixed-use areas will largely build off of the work of the Our Salem project, which was adopted by the City Council in the summer of 2022. Through that project, the City rezoned areas of north downtown, inner West Salem, a variety of corridors with frequent transit, and other parts of Salem to facilitate pedestrian-friendly, mixed-use development.

This rezoning work occurred concurrently with an update to Salem’s zoning code, which created new mixed-use zones and revised existing ones. The code amendment, which was approved as part of the Our Salem project, incorporated State requirements related to WaMUAs; the new State rules were being developed, as the City’s code work was occurring.

The result is that most of the mixed-use areas rezoned through the Our Salem project largely meet the land use requirements for WaMUAs, including density and height standards. (Several corridors do not meet the dimensional requirements and therefore are not anticipated to be officially designated WaMUAs.) This includes downtown Salem and additional mixed-use areas close to the downtown core.

Given that, the process to designate WaMUAs was largely informed by technical analysis. The City worked with the Mid-Willamette Valley Council of Governments (MWVCOG) to conduct the WaMUAs study required in the CFEC rules. This included determining the amount of housing that needs to be accommodated in WaMUAs and then analyzing whether downtown Salem and additional mixed-use areas, particularly those in and around the downtown, are large enough to accommodate that amount. In addition, MWVCOG analyzed the City’s mixed-use zones and higher-density multifamily zones to ensure compliance with the land use regulations in the rules. The City also used data from the State as well as input from the community – particularly stakeholders representing traditionally underserved populations – to conduct a displacement analysis and gather ideas for minimizing, avoiding, or mitigating displacement.

This information has been compiled into the final WaMUAs study, which includes maps of potential walkable, mixed-use areas, descriptions of code changes each area would need to comply with the CFEC rules, plans to achieve fair and equitable housing outcomes in the area, and plans to mitigate or avoid potential displacement. The study

also includes this appendix as well as the broader Community Engagement Plan, which outlines recommendations for engaging the Salem community and underserved communities in future phases of implementing the CFEC rules.

### Councils and Commissions

The study phase does not require City Council action or adoption. Both the Planning Commission and City Council were deeply involved in the Our Salem project, and they will be informed and consulted throughout the formal process to designate WaMUEs.

Using the results of the WaMUEs study, the City will propose a zoning code amendment to make any necessary changes to comply with the CFEC rules. Those amendments will go through an adoption process that includes a public hearing at the City Council. Prior to the public hearing, the City will conduct outreach to the community, seeking input on the proposed amendments.

The City is required to officially designate walkable, mixed-use areas and adopt associated amendments to comply with the CFEC rules by December 31, 2024, or an alternative date if approved by the State.

### 2.3 Additional Engagement

Below is a summary of the community engagement that is planned or has been conducted by the City to augment the engagement work completed during the Our Salem project.

Phase, Timeframe, and Level of Engagement <sup>2</sup>	Key engagement goals	Engagement activities
<p><b>Initial and Ongoing Engagement</b></p> <p><i>Winter - Spring 2023</i></p> <p>Inform/Consult/Involve</p>	<ul style="list-style-type: none"> <li>• Introduce the project, timeline, process, and expected outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Webpage updates</li> <li>• Email/newsletter/social media</li> <li>• Stakeholder interviews</li> <li>• Planning Commission briefing</li> <li>• Informational handout</li> </ul>

<sup>2</sup> International Association for Public Participation. (n.d.). IAP2 Spectrum of Public Participation. [https://iap2.org.au/wp-content/uploads/2020/01/2018\\_IAP2\\_Spectrum.pdf](https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf)

<p><b>Potential Walkable, Mixed-Use Area Locations</b></p> <p><i>Spring 2023</i></p> <p>Inform/Consult/Involve</p>	<ul style="list-style-type: none"> <li>• Share information about project background and alignment with existing community plans and visions.</li> <li>• Seek input on the benefits and concerns for potential locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual public meeting</li> <li>• Webpage updates</li> <li>• Email/newsletter/social media</li> <li>• Community briefings</li> </ul>
<p><b>Displacement Analysis</b></p> <p><i>Spring 2023</i></p> <p>Consult/Involve/ Collaborate</p>	<ul style="list-style-type: none"> <li>• Share draft results of displacement analysis and gather feedback on additional considerations or concerns.</li> <li>• Brainstorm ideas for minimizing, avoiding, or mitigating potential displacement.</li> </ul>	<ul style="list-style-type: none"> <li>• Webpage updates</li> <li>• Stakeholder interviews</li> <li>• Equity roundtable</li> </ul>
<p><b>Walkable, Mixed-Use Area study<sup>3</sup></b></p> <p><i>Fall 2023</i></p> <p>Inform/Consult</p>	<ul style="list-style-type: none"> <li>• Share study results for potential locations of walkable mixed-use areas.</li> <li>• Highlight key themes from engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Webpage updates</li> <li>• Email/newsletter/social media</li> <li>• City Council meeting</li> </ul>
<p><b>Proposed amendments and adoption process</b></p> <p><i>Winter/Spring 2024 or alternative date</i></p> <p>Inform/Consult/Involve</p>	<ul style="list-style-type: none"> <li>• Share draft proposed WaMUAs zoning code amendments.</li> <li>• Seek input on proposed amendments.</li> <li>• Provide opportunities for public comment and testimony prior to decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Informational handout</li> <li>• Webpage updates</li> <li>• Email/newsletter/social media</li> <li>• Mailings</li> <li>• Equity roundtable</li> <li>• Community briefings</li> <li>• Planning Commission and City Council hearings</li> </ul>

### 3 KEY MESSAGES

Using key messages throughout project communications is helpful to maintain consistent messaging about the project’s goals and outcomes. These messages can

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<sup>3</sup> The grey sections beginning in Summer 2023 are actions to be taken by local governments or future consultants. The consultant contract with Kearns and West ended June 2023.

appear on written communications and serve as talking points and can be adapted to include feedback and themes from various phases of the project. Below are examples of potential key messages.

### **What is this project?**

- Communities like Salem are required by the State to identify key walkable, mixed-use areas in an effort to increase housing options, boost transportation choices, and reduce pollution.

### **What is a walkable, mixed-use area?**

- It is an area that is a walkable, mixed-use area where people can meet most daily needs without having to drive, or at least not drive long distances. Downtown Salem is a good example of what these places might look like.
- Walkable, mixed-use areas have a healthy mix of housing, jobs, businesses, and services. These areas are served by safe, connected networks for people on foot, bike, or in transit. While the areas that the City designates as walkable, mixed-use areas may not have all these characteristics at the outset, the goal is to encourage them to grow into these types of areas over time.

### **Why is this project important?**

- In 2007, Oregon legislators adopted a policy and goal to reduce Oregon's climate pollution by 75% by 2050. That's what the science calls for to avoid catastrophic impacts to the environment, communities, and economy.
- Fifteen years later, Oregon is far off track. The state is already experiencing real-world impacts of climate disruption, with increasing wildfires, in size, severity, and timing, and record heat waves that have cost Oregonians their homes, and their lives.
- One of the biggest contributors to climate pollution is transportation from vehicles. Designating walkable, mixed-use areas is an important tool to reduce transportation pollution by fostering our growth into areas where people can live, work, and play without needing to drive as much, if at all, to reach their destinations.

### **What is the process?**

- The process to designate walkable, mixed-use areas in our community involves two main steps.



- The first step is studying where such walkable, mixed-use areas could be located. This includes starting with our past engagement and planning efforts, doing technical analysis to determine what is needed to comply with the state rules, and doing further engagement particularly around equity considerations. This information will be compiled into a study that will be published by December 31, 2023.
- Once the study is completed, the City will continue the process and identify the set of zoning code changes that will be needed to allow and encourage walkable, mixed-use development in these areas. The City Council is required to officially designate these walkable, mixed-use areas and adopt a code amendment by December 31, 2024, or a later alternative date approved by the State.

### **How does this process build on past efforts in our community?**

- This planning process aligns well with Salem’s goals and existing plans. As Salem works to comply with the new State rules, the City will largely rely on the recently-completed Our Salem project and Climate Action Plan.
  - [Our Salem: Planning for Growth](#)
    - The Our Salem project was a four-year project to update Salem’s Comprehensive Plan, Comprehensive Plan Map, zoning map, and zoning code to guide future growth and development in the community. Adopted in 2022, the project included rezoning land across Salem to promote walkable, mixed-use areas, particularly along corridors served by frequent transit service. The work to identify walkable, mixed-use areas under the new CFEC rules will build off the Our Salem project.
  - [Salem Climate Action Plan](#)
    - The City Council accepted Salem’s first Climate Action Plan in 2022. The plan includes a variety of strategies to reduce greenhouse gas emissions in Salem and promote community resiliency. One strategy is for the City to: “Coordinate with long range transit plan to encourage the majority of new housing and employment developments to be built in walkable, compact mixed-use neighborhoods and in areas that are well served by transit. Incentivize (e.g., through higher heights and higher minimum density requirements) in high impact areas, such as the core transit network.” This aligns with the new State rules.

### **How is equity considered in this process?**

- The process requires centering voices of underserved populations and working towards equitable outcomes. This process will include an equity-focused engagement to better understand the impacts to underserved communities. This input will help shape both the process and outcomes. We will look for opportunities to minimize, avoid, or mitigate any potentially significant impacts to underserved communities before any final decisions are made.

**How will the community be able to provide input to this process?**

- The City is committed to keeping stakeholders informed throughout the process and seeking input through a variety of engagement activities. This will include posting up-to-date information on the City’s website, holding public meetings, sending emails, posting on social media, and presenting at community meetings.
- There will be focused engagement to ensure the perspectives of Salem’s traditionally underserved communities are heard and incorporated into the City’s work.

**How will this process inform future planning efforts?**

- This work to designate walkable, mixed-use areas will inform future planning efforts. This includes:
  - **Scenario Planning.** This is an exercise for exploring the region’s long-term future to reduce greenhouse gas emissions.
  - **Transportation System Plan.** This is the blueprint for the City's transportation investments over the next 20 years. As this plan is updated, the City will identify key investments to ensure Salem’s walkable, mixed-use areas are safe and easy to get around without a car.

**3.1 Roles and Responsibilities for the WaMUAs Study Phase**

Deliverable	Roles
Project handouts	<ul style="list-style-type: none"> <li>• <b>Salem:</b> Develop factsheets. Work with internal communications teams to post, share, and distribute.</li> </ul>
Web updates, email, social media, news releases	<ul style="list-style-type: none"> <li>• <b>Salem:</b> Draft and distribute content.</li> </ul>
Council/commission briefings	<ul style="list-style-type: none"> <li>• <b>Salem:</b> Schedule and present as needed.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>MWVCOG:</b> Present and answer questions as needed.</li> </ul>
Stakeholder interviews (x10)	<ul style="list-style-type: none"> <li>• <b>Salem:</b> Schedule and conduct up to 10 interviews with community stakeholders and compile feedback.</li> <li>• <b>Consultant:</b> Attend as available.</li> </ul>
Equity Roundtable Focus Groups (x3)	<ul style="list-style-type: none"> <li>• <b>Salem:</b> Invite participants, plan and manage event logistics, compile content, present and answer questions, facilitate roundtable.</li> <li>• <b>Consultant:</b> Develop agenda, provide materials, present and answer questions, facilitate roundtable.</li> </ul>
Webinar	<ul style="list-style-type: none"> <li>• <b>Salem, Keizer, DLCD:</b> Compile materials, present and answer questions, use existing channels to promote events through existing channels.</li> <li>• <b>COG:</b> Answer questions as needed.</li> </ul>
General inquiries	<ul style="list-style-type: none"> <li>• <b>Consultant:</b> Document and compile inquiries.</li> <li>• <b>Salem:</b> Act as main point of contact. Respond to questions.</li> </ul>

## FAIR AND EQUITABLE HOUSING OUTCOMES

As part of the study phase of this work, the CFEC rules requires cities to include plans to achieve fair and equitable housing outcomes within climate-friendly areas, which are called Walkable, Mixed-Use Areas (WaMUAs) in Salem. These plans must address the location of housing and describe how the city is striving to meet statewide greenhouse gas emissions (GHG) reduction goals by creating compact, mixed-use neighborhoods. The plans must also analyze the potential for displacement in WaMUAs and identify potential anti-displacement strategies.

### Location of Housing

Cities are required to describe actions they have taken to promote the production of affordable and accessible dwelling units, increase housing choices for members of state and federal protected classes, and mitigate displacement in WaMUAs. (The City's work related to anti-displacement strategies is described later in this document.) The City has not yet designated WaMUAs and therefore has not yet targeted housing-related strategies to those areas. However, the City plans to start developing its first Housing Production Strategy (HPS) in late 2023 or early 2024. It is through that process that the City plans to look at strategies that are more targeted to the WaMUAs.

In recent years, the City has undertaken numerous actions to promote the development of affordable housing and increase housing choices citywide. This includes actions and strategies to reduce regulatory barriers, provide land for housing, and provide financial incentives. Examples of these strategies are below.

- **Reduce regulatory barriers:** Removed minimum parking requirements citywide, rezoned more than 1,500 acres to mixed-use zones to allow multifamily housing outright, allowed middle housing in single-family zones, allowed accessory dwelling units citywide, and allowed administrative adjustments to multifamily design standards.
- **Provide land for housing:** Provided excess land to United Way for a nominal amount to create cottage clusters for low-income seniors, and purchased land in downtown Salem to promote redevelopment that includes affordable housing.
- **Provide financial incentives:** Provided federal grants to affordable housing projects (including the first community land trust), waived system development charges for affordable housing and accessory dwelling units, created a tax increment financing district to promote affordable housing, and required affordable housing units in large projects that receive a tax abatement through the Multiple-Unit Housing Tax Incentive Program.
- **Other:** Required middle housing units in large subdivisions.

In 2020, the City adopted the Salem-Keizer 2024 Consolidated Plan and annual action plans, both of which highlight community priorities and describe how the City intends to allocate federal grant funds. Much of these funds have been used to promote the development of affordable housing. The Consolidated Plan can be found [online here](#).

The City has also worked to specifically create more compact, mixed-use areas during the recent Our Salem project, which updated the Salem Area Comprehensive Plan, Comprehensive Plan Map, and zoning map. Through that multi-year project, the City added more than 1,500 acres of mixed-use land in Salem, much of which was located along or near frequent transit routes provided by Cherriots. The

purpose was to allow more housing to be built near transit to help reduce GHG emissions related to transportation. (This is also a strategy recommended in Salem’s [Climate Action Plan](#).)

The City made several other zoning map and zoning code changes during the Our Salem project to help Salem reduce GHG emissions. Highlights of those changes are below. Several of the changes were done to align with the CFEC rules related to WaMUAs.

- Increased minimum densities in mixed-use and multifamily zones
- Increased maximum height in a mixed-use zone largely located along frequent transit routes
- Established a minimum density for large subdivisions in single-family zones

As mentioned earlier, the City plans to develop a HPS soon, and that work will include taking a closer look at strategies to promote housing in WaMUAs.

### **Anti-Displacement Analysis**

The CFEC rules require cities to conduct a spatial analysis, examine anti-displacement strategies, and select strategies that best achieve equity goals and minimize displacement in WaMUAs. That work is described below, including the community engagement that was conducted.

### **Background**

The MWVCOG conducted an analysis to determine the likelihood that potential Walkable, Mixed-Use Areas (WaMUAs) would displace residents, as outlined in Technical Memo #6. Specifically, OAR 660-012-0315(4)(f) requires cities like Salem to analyze spatial and other data to determine “if the rezoning of potential” WaMUAs would be likely to displace residents who are members of state and federal protected classes. The City must also identify actions that “may be employed to mitigate and avoid potential displacement.”

The City is not proposing to rezone any areas to designate WaMUAs. As noted in Technical Memo #7, very few changes are required in Salem’s zoning code to comply with the State rules for WaMUAs (a.k.a., climate-friendly areas). That is because the City followed and participated in the CFEC rulemaking process and subsequently incorporated many of the rules into the [Our Salem project](#). Specifically, the City updated existing zones and created new zones through the multi-year project so that Salem’s zoning was largely in compliance with the newly-adopted CFEC rules related to WaMUAs.

While the City does not plan to rezone any areas, the City did want to examine the potential for displacement related not only to potential WaMUAs but citywide. The City also wanted to look at ways of mitigating and minimizing any displacement. This is in line with the following new policy in the [Salem Area Comprehensive Plan](#) (Comprehensive Plan):

**H 2.8 Anti-displacement:** Programs, incentives, investments, and regulations that support the long-term affordability of housing and minimize the involuntary displacement of residents due to increases in housing costs should be promoted. Early engagement with affected communities should occur during planning processes to empower those at risk of displacement to influence outcomes.

## Equity Roundtable

As part of this housing, CFEC, and anti-displacement work, the City wanted to ensure that the perspectives and ideas of underserved communities in Salem were heard and included. To do this, staff held one-on-one discussions with eight leaders of community organizations, groups, or agencies that serve traditionally underserved communities. These discussions, held in late 2022 and early 2023, helped staff better understand how to best engage underserved communities in this CFEC work and other future planning work. The community leaders were also asked about the idea of a new equity roundtable and if or how it should be formed and structured. Based on their input, staff established an equity roundtable as a pilot project.

This roundtable comprised of leaders and representatives of 15 organizations that serve Salem’s underserved communities, including low-income residents, communities of color, LGBTQIA residents, people experiencing homelessness, youth, refugees, and people with disabilities. The participants are listed below:

Name	Organization
Jimmy Jones and Ramon Hernandez	Mid-Willamette Valley Community Action Agency
Amador Aguilar	Enlace Cross-Cultural Community Development Project
Rhonda Wolf	United Way of the Mid-Willamette Valley
Jesse Gasper	Oregon Marshallese Community Association
Jackie Leung	Micronesian Islander Community
Alex Buron	Latinos Unidos Siempre (LUS)
An Nguyen	CAREcorps
Luke Glaze and Tania Moran	Salem for Refugees
Irvin Brown	Salem-Keizer NAACP
Kristin Kuenz-Barber	Northwest Human Services
Jennifer Colachico	Salem-Keizer Community Transition Program
Renn Raska	Salem Capital Pride
Kevin Gonzalez	Isaac's Place
Lucy Escobar	Latino Business Alliance

The roundtable met three times with staff in March, April, and May. The roundtable dove into the details of the City’s work to address Salem’s housing needs and helped revise the City’s map that shows areas that are at risk of displacement. It also recommended a variety of strategies to mitigate and minimize displacement. Summaries of the three equity roundtable meetings are linked below:

- March 21, 2023: [Equity Roundtable Meeting #1 Summary](#)
- April 20, 2023: [Equity Roundtable Meeting #2 Summary](#)
- May 25, 2023: [Equity Roundtable Meeting #3 Summary](#)

## Displacement Risk Mapping

The MWVCOG examined GIS data from DLCD and compared it with the potential locations of WaMUAs in Salem to understand where residents were most vulnerable to displacement (see Technical Memo #6). That information showed that all of the potential downtown WaMUA and 60 percent of the

potential north downtown WaMUAs were considered to be in the “Affordable and Vulnerable” neighborhood typology. This typology, as outlined in DLCD’s “Anti-Displacement and Gentrification Toolkit,” is described as follows:

**Affordable and Vulnerable:** The tract is identified as a low-income tract, which indicates a neighborhood has lower median household income and whose residents are predominantly low-income compared to the city average. The neighborhood also includes precariously housed populations with vulnerability to gentrification and displacement. However, housing market in the neighborhood is still remained stable with no substantial activities yet. At this stage, the demographic change is not under consideration.

As mentioned early, City staff wanted to look at displacement potential more broadly than the WaMUAs, so staff asked the MWVCOG to also examine how much of each zone in Salem – particularly mixed-use and residential zones – were vulnerable to displacement. Large swaths of Salem’s mixed-use zones and Multiple Family Residential-II (RM-II) zone were found to be “Affordable and Vulnerable,” as shown in Technical Memo #6. A few areas in outer south and southeast Salem were found to be “Advanced Exclusive,” which means the areas are already high-income neighborhoods with no vulnerable populations.

Staff displayed the displacement risk data provided by DLCD on a map and shared it with the equity roundtable. Staff also created and shared several maps that showed demographic data, including Hispanic or non-white populations, poverty, and rent-burdened households. Then staff asked the roundtable to help ground truth the displacement risk map and provide their input.

The roundtable provided comprehensive feedback. Specifically, the roundtable suggested the following changes to the map:

- Most of North and Northeast Salem are at risk of displacement (shown as “**displacement risk**” on the map).
  - Several of these areas starting from downtown Salem and extending northeast to Salem’s city limits are already experiencing displacement (shown as “**active displacement**” on the map).
- Other areas that are at risk of displacement include inner West Salem, along Wallace Road NW, inner Southeast Salem, and along Commercial Street SE near the Salem’s city limits.
- The vast majority of West Salem as well as the portion of South Salem roughly between Skyline and Sunnyside Streets SE are already exclusive (shown as “**exclusive**” on the map).

Staff added the information from the equity roundtable to the displacement risk data from the State and created an updated “Displacement Risk” map. The updated map is provided at the end of this document, followed by descriptions of the neighborhood typologies on the map provided by DLCD.

### **Anti-displacement Strategies**

Staff worked with an internal staff housing workgroup to identify strategies in DLCD’s [Housing Production Strategy Guidance Document](#) (Guidance Document) that the City has already implemented or is interested in implementing. (The workgroup includes staff from the Salem Housing Authority and Community and Urban Development Department.) The Guidance Document groups strategies into seven categories – categories A through F and Z for custom options – and provides information about each strategy’s housing equity impact and the type of neighborhood they are best suited for when



considering displacement risk (e.g., “neighborhood typology”). Identifying current and potential strategies helped staff set the stage for seeking input from the equity roundtable.

Staff worked with the equity roundtable to consider potential causes for displacement and brainstorm ideas for addressing or minimizing that displacement. Major takeaways from the roundtable include the following:

- Displacement is already occurring and is likely going to continue whether or not the City makes public improvements, changes zoning, or encourages development. This is due to rising rents.
- The City should help vulnerable people where they are – largely in North and Northeast Salem – that they can stay in their homes. At the same time, the City should encourage more affordable housing in exclusive areas, particularly in West and South Salem; this would help create more mixed-income neighborhoods in those areas.

Staff provided the equity roundtable with a framework for considering different types of anti-displacement strategies, which also promote equity. This included looking at three broad categories of strategies: Regulatory, Financial, and Land. These align with – but simplify – the categories of tools, actions, and policies provided by DLCD in its Guidance Document.

Staff provided the equity roundtable with examples of each of the three broad strategy categories, highlighting actions or tools that the City has already implemented. The equity roundtable then suggested a variety of other strategies. Staff took these strategy ideas back to the internal housing workgroup to evaluate the ideas and determine which ones were most feasible.

Next, staff brought the most feasible strategy ideas back to the equity roundtable for confirmation and discussion. Based on the input of the equity roundtable and staff, the City has identified the following strategies that could be implemented to mitigate or avoid potential displacement. Staff has noted in italics how each strategy aligns with specific strategies in the Guidance Document.

- **Rental assistance:** The City provides federal funding to organizations that provide rental/utility assistance, and the funding is restricted to low moderate income households. Several community organizations also receive direct federal funding for rental assistance. Organizational capacity and lack of publicity can be an issue related to getting funds distributed. To help streamline and publicize opportunities, the City can create a “one-stop shop” webpage that lists where residents can find rental/utility assistance in Salem and provides links to those resources. The webpage should be translated into Spanish, Marshallese, Chuukese, and other languages. (The City has already started creating this webpage.) *(aligns with Strategy D14)*
- **Purchase land for affordable housing in West and South Salem:** The City currently purchases land in some urban renewal areas such as the Riverfront Downtown Urban Renewal Area (URA) to sell it for redevelopment that includes affordable housing (e.g., former Union Gospel Mission block). To help create more mixed-income neighborhoods in more exclusive areas of Salem, the City could purchase land in the URA in West Salem for affordable housing. The City could also use bond money and/or federal funding to purchase land in South Salem for affordable housing. *(aligns with strategies A15, B16, D16, and F01)*
- **Promote land trusts:** Land trusts are a fairly new concept in Salem. The City has provided federal funding to an organization, DevNW to provide down payment assistance to low moderate-income families, who purchase homes in a new development owned by a community land trust. The City could provide further support for land trusts through funding, land, or other means. *(aligns with Strategy F03)*

- **Reduce design requirements for multifamily housing:** The City updated design standards, approval processes, and parking requirements for multifamily housing in 2020. This included reducing requirements for smaller projects and creating more flexibility in how design standards can be met. In May 2023, the City eliminated all minimum parking requirements for all uses. To help ensure the changes promote multifamily housing development, the City could seek input from housing developers and determine if further refinements are necessary. *(aligns with Strategy B07 and B17)*

The equity roundtable and staff identified several other opportunities, largely focused on education, outreach, and continued coordination. These strategy ideas include the following:

- Raise awareness of changes in State law that allow affordable housing broadly across Salem, including churches and nonprofits *(aligns with Strategy F07 and F19)*
- Educate developers and others about the City's expedited process for reviewing affordable housing projects (e.g., 100-day review required by State law) *(aligns with Strategy B03)*
- Promote options for starting home businesses in Salem
- Publicize housing projects that have received City/federal funds
- Continue collaborating with Cherriots to improve transit service and study the feasibility of a trolley (if funded)
- Continue connecting organizations to others with expertise in housing development
- Explore regulatory changes to promote other housing options such as single-room occupancy or prefabricated homes *(aligns with Strategy A06)*

Beyond the work of the equity roundtable, staff has started examining other opportunities to promote housing development. This includes researching how to implement pre-approved plans for accessory dwelling units and potentially middle housing *(aligns with Strategies A20 and A21)*. The City has also undergone a process improvement study that examined Salem's permitting process and recommended a variety of process, regulatory, staffing, and other improvements *(aligns with Strategy B06)*.

All of this work as well as the strategy ideas from the equity roundtable will be incorporated into the development of the City's first HPS. The City plans to kick off a HPS project by the end of 2023 or start of 2024. The City is required to adopt an HPS by the end of 2025. The City plans to engage the Equity Roundtable in the development of the HPS.



# Displacement Risk

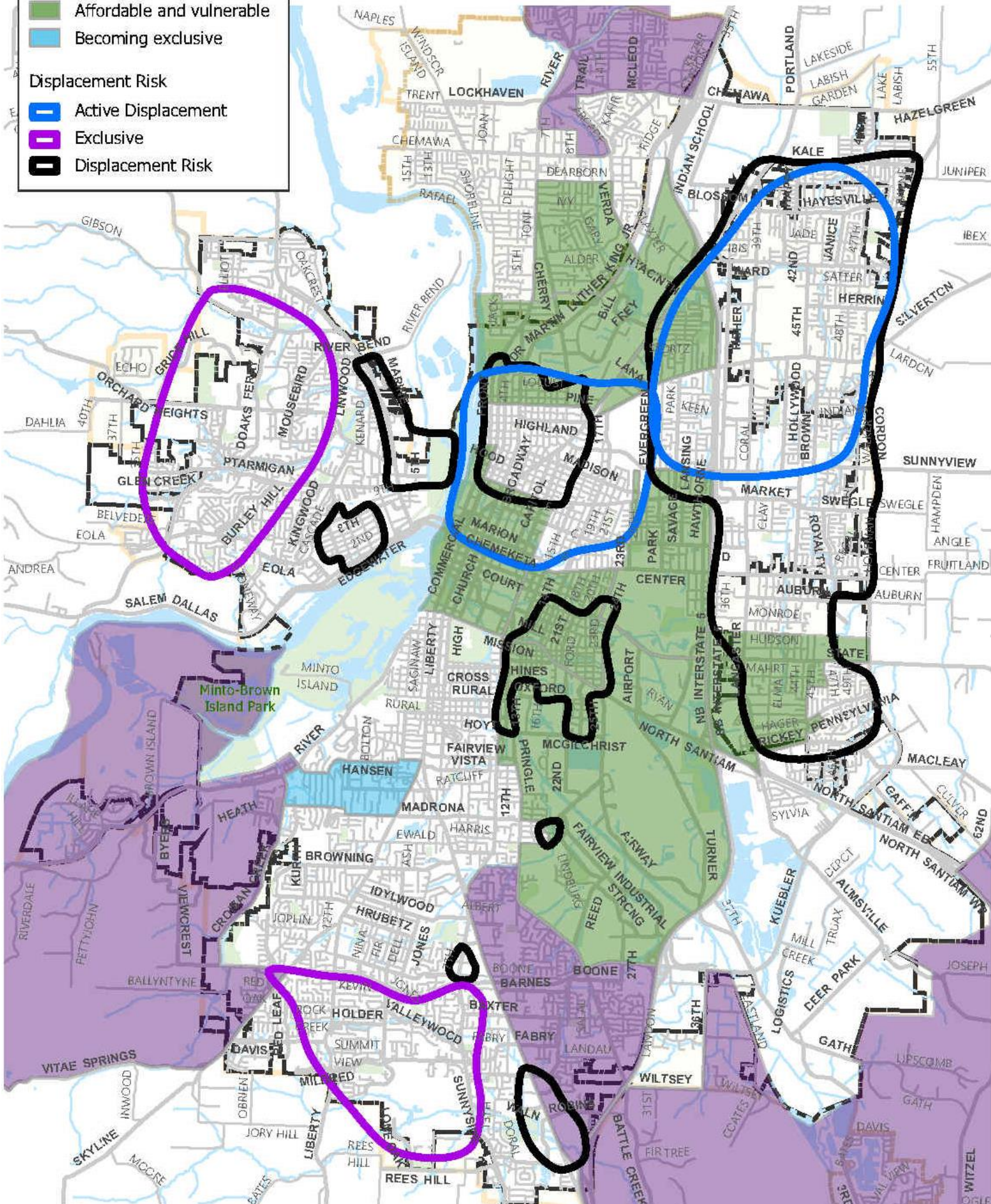


## Anti-Displacement Typologies

- Advanced exclusive
- Affordable and vulnerable
- Becoming exclusive

## Displacement Risk

- Active Displacement
- Exclusive
- Displacement Risk





## **Neighborhood Typologies**

### *Affordable and Vulnerable*

The tract is identified as a low-income tract, which indicates a neighborhood has lower median household income and whose residents are predominantly low-income compared to the city average. The neighborhood also includes precariously housed populations with vulnerability to gentrification and displacement. However, housing market in the neighborhood is still remained stable with no substantial activities yet. At this stage, the demographic change is not under consideration.

### *Becoming Exclusive*

The neighborhoods are designated as high-income tracts. Their population is no longer vulnerable to gentrification. Precarious housing is not found in the neighborhoods. However, the neighborhoods are still experiencing demographic change related to gentrification with hot housing market activities.

### *Advanced Exclusive*

The neighborhoods are identified as high-income tracts. They have no vulnerable populations and no precarious housing. Their housing market has higher home value and rent compared to the city average, while their appreciation is relatively slower than the city average. No considerable demographic change is found in the neighborhoods.