

MEMORANDUM

To: Mayor Bennett and City of Salem City Council (c/o Bryce Bishop)
From: Phil Grillo
Date: April 23, 2018
Subject: Case No. CU-ZC 17-14 (Union Gospel Mission)

Dear Mayor Bennett and City Councilors:

I am writing on behalf of Mr. David Glennie to emphasize the following three points:

1. UGM's Proposal is inconsistent with the City's adopted plans for the North Downtown Redevelopment Area.

Overall, the City's Comprehensive Plan, the CANDO Neighborhood Plan, and the Riverfront Downtown Urban Renewal Plan reinforce the need to "develop commercial and mixed use areas that are safe and comfortable and attractive to pedestrians," (See Comprehensive Plan, Mixed Use Development Policy 6). All of these adopted plans and policies inform the language in both the CB and RO zones, and in doing so limit the size of new and relocated shelters in the North Downtown Redevelopment Area generally, where these zones apply, including the site of this proposed super-size shelter.

2. The City's definition of the "immediate neighborhood" is too narrow.

The City has implausibly narrowed the scope of the term "immediate neighborhood" and in doing so has applied the "adverse impact" test only to adjacent properties. This narrow scope of the term "immediate neighborhood" is implausible from a legal standpoint for the reasons described in my January 5, 2018 letter. As a practical matter, the adverse impacts from what would become Oregon's largest homeless shelter, will be experienced well-beyond the adjacent properties. Homeless individuals, who are attracted to food and other services provided by a large shelter will walk several blocks, and likely at least one half mile, to use these services. Therefore, for purposes of applying the CUP criteria in this case, the immediate neighborhood should be at least one half mile from the site, or roughly the boundaries of the North Downtown Redevelopment Area as shown on the attached map, see Attachment 12.

3. The impacts of concentrating chronically homeless individuals in the immediate neighborhood.

The term "Chronically Homeless Individual" is defined as:

"an individual with a disability who has been continuously homeless for one year or more or has experienced at least four episodes of homelessness in the last three years where the

combined length of time homeless in those occasions is at least 12 months.” (See HUD definition, Glennie Tab 13, p. 2)

Likewise, the term “Unsheltered Homelessness” is defined as:

“people whose primary nighttime location is a public or private place not designated for, or ordinarily used as, a regular sleeping accommodation, for people (for example, the streets, vehicles, or parks).” (See HUD definition, Glennie Tab 13, p. 3)

It is important for City Council to understand the relationship between chronic homelessness and a significant expansion/concentration of homeless shelters and related services in a particular area. According to the latest HUD statistics, chronic homelessness in Oregon and throughout the West Coast, hovers at about 30% (See Glennie Table 1). In other words, roughly one out of every three homeless individuals is chronically homeless, and will continue to sleep on the streets, in vehicles, in parks, or other public or private places not designated for habitation, despite the availability of a shelter bed. As Mayor Bennett recently pointed out, last year in this State of the City address:

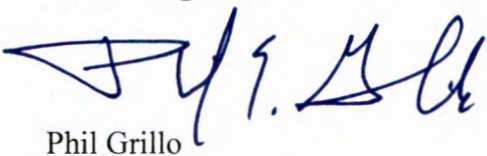
“There are estimated to be in excess of 500 people on Salem’s streets in this category. These are the homeless we most commonly see sleeping on sidewalks, or benches, in parks and under bridges. These are the most difficult people to house from among our estimated 1,500 to 2,000 homeless people in Salem. And these are also the most vulnerable among the homeless.” (See Glennie, Tab 6, p. 2)

Because chronically homeless individuals by definition suffer from one or more disability, and stay in places not designated for habitation, they are much more likely to engage in the antisocial behavior that creates the greatest impacts on livability and safety in the immediate neighborhood. The more we expand or concentrate shelters and related services that attract chronically homeless individuals into a particular neighborhood, the greater the impacts on livability in that neighborhood. These adverse impacts from the proposed shelter are well-described in the record, and as shown on Glennie Table 2. Glennie Table 2 shows that the proposed conditions of approval will not minimize any of the adverse impacts caused by the proposed super-size shelter.

For all of the above reasons, the proposed UGM super-shelter should be denied

Sincerely,

Davis Wright Tremaine LLP

A handwritten signature in blue ink, appearing to read "Phil Grillo", is written over a light blue rectangular background.

Phil Grillo

Enclosure: Attachments 1-12

Glennie Table 1
Chronically Homeless as a % of Total Homelessness

State	Percentage
Oregon	30% (3,120 out of 10,434)
Washington	30% (4,357 out of 14,781)
Idaho	30% (391 out of 1,309)
California	32% (35,798 out of 112,750)
Colorado	28% (2,126 out of 7,571)
Hawaii	35% (1,588 out of 4,535)
Washington DC	41% (1,470 out of 3,583)

Source: The 2017 Annual Homeless Assessment Report (AHAR) to Congress, prepared by the US Department of Housing and Urban Development, see Tab 13 of Glennie Rebuttal Argument and Evidence, submitted January 5, 2018.

Summary

Glennie Table 1 shows that roughly 1 out of 3 homeless individuals in Oregon and other Western states are chronically homeless, and will remain on the street, despite any increases in shelter beds. Chronically homeless individuals are nonetheless attracted to food and other services provided by the shelter and other social service agencies, which enables them to live on the street, rather than in shelters. Significant impacts to livability and appropriate development inevitably occur when homeless shelters and related services are concentrated in a particular neighborhood. This unintended consequence of concentrated shelters and related services is borne out in the data and in the experiences of cities throughout the country – especially on the West Coast, and specifically in Oregon. In short, residents and businesses in the immediate area experience significant adverse impacts associated with concentration of chronically homeless individuals that are attracted to, but will not stay in a shelter, and instead remain on the street, creating significant adverse impacts in the neighboring area. These adverse impacts on the community are the unintended consequences of a large concentration of shelters and related services, in certain neighborhoods in cities such as Portland, Eugene, Corvallis, and Salem, and in virtually every large city along the West Coast. Smaller and less concentrated shelters, distributed more evenly throughout the city, along with appropriate services and more transitional and permanent housing, is a more effective strategy that minimize adverse impacts on the immediate neighborhood and directly addresses the homeless problem.

Glennie Table 2
Proposed Conditions of Approval Will Not Minimize Adverse Impacts

Twelve Adverse Impacts	Five Conditions Imposed by Hearings Officer				
	1 Access on Commercial Street or Video Cameras	2 Signage	3 Driveway permit	4 Pedestrian Connection	5 Fencing
1. Public Urination	No	No	No	No	No
2. Public Defecation	No	No	No	No	No
3. Public Drug Use	No	1No	No	No	No
4. Public Alcohol Use	No	No	No	No	No
5. Trespassing	No	No	No	No	No
6. Theft	No	No	No	No	No
7. Vandalism	No	No	No	No	No
8. Intimidation	No	No	No	No	No
9. Public Profanity	No	No	No	No	No
10. Illegal Camping	No	No	No	No	No
11. Added Garbage/Trash	No	No	No	No	No
12. Deter Planned Redevelopment	No	No	No	No	No

Summary

There is no evidence in the record that any of the five proposed conditions of approval minimize any of the twelve adverse impacts documented in the record. UGM's proposed super-size shelter therefore violates SRC 240.005 (d)(2) and (3), because the adverse impacts from the proposed use cannot be feasibly minimized through the proposed conditions of approval. UGM's application for a super-size shelter should therefore be denied.

Glennie Table 3 Portland Homeless Shelters

Name	Number of Beds	Population Served	Notes
Porch Light Youth Shelter	30-bed, year-round	Youth, ages 15-25	5 winter beds
Harry's Mother Runaway Shelter	12-bed, year-round	Youth, ages 9-17	
Human Solutions Family Center	180-bed, year-round	Families	<i>Closed</i>
Goose Hollow Shelter	25-bed, year-round	Families	
Community of Hope Shelter	25-bed, year-round	Families	
Portland Homeless Family Solutions Winter Shelter	75-bed	None noted	Winter only
Kenton Women's Village	14 Sleeping Pods	None noted	
Columbia Shelter	100-bed, emergency	Men, Women, Couples	<i>Closed</i>
Hansen Shelter	200-bed, emergency	Men, Women	<i>Closing June 2018</i>
Safety Off the Streets	70-bed, emergency	Women	
Willamette Center	120-bed, emergency	Women, Couples	
5th Avenue Shelter	75-bed ,emergency	Men	<i>Closed</i>
Doreen's Place at Bud Clark Commons	90-bed, short-term	Men	
The Clark Center	90-bed, short-term	Men	
Jean's Place	60-bed, short-term	Women	

Sources:

<https://multco.us/joint-office-homeless-services/distribution-shelters>



<http://humansolutions.org/services/homeless-services/>

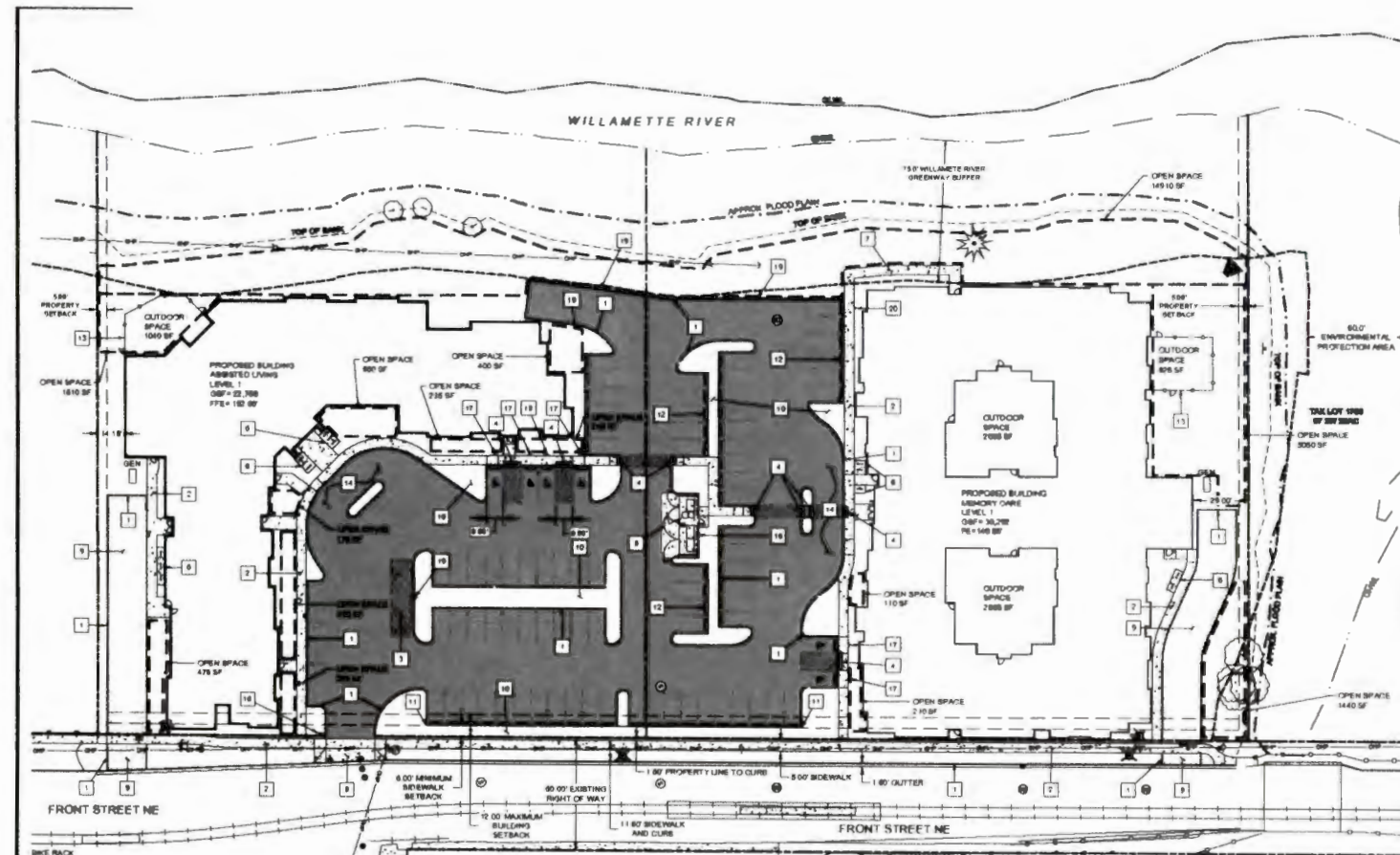


<https://portlandtribune.com/pt/9-news/390042-281500-three-homeless-shelters-scheduled-to-close>



<https://midcountymemo.com/2018/04/surprise-hansen-shelter-set-to-close/>





SITE STATISTICS

SITE ADDRESS	101 FRONT STREET NE SALEM, OREGON 97309
TAXLOT	07 50 2240 1900
JURISDICTION	CITY OF SALEM
PROPOSED SITE AREA	4.4 ACRES
PROPOSED LOT 1 AREA	2.1 ACRES
PROPOSED LOT 2 AREA	2.3 ACRES
PROPERTY ZONING	RH
FLOOD HAZARD MAP NUMBER	PANEL NUMBER 4 16100033H ZONE 3 (6PM SHADDED) ZONE 2 (SHADDED)

SITE NOTES

1. PROPOSED CURB AND GUTTER
2. PROPOSED SIDEWALK
3. PROPOSED LANDSCAPE AREA
4. PROPOSED ADA RAMP
5. PROPOSED CONCRETE SOLID WASTE AREA. AREA TO BE COVERED
6. PROPOSED BICYCLE PARKING
7. EMERGENCY EGRESS CONCRETE SIDEWALK WILL BE REPLACED WITH THE FUTURE WILLAMETTE RIVER GREENWAY PATH
8. PROPOSED 20' WIDE EMERGENCY ACCESS DRIVE. SEE LANDSCAPING PLANS FOR ACCESS ROAD SURFACE DETAILS
9. PROPOSED LANDSCAPING (TYP). SEE SHEETS L101, L102, AND L103 FOR MORE INFORMATION
10. PROPOSED 4" CONCRETE BOREHOLE WALL PER IRC 606 (MINIMUM)
11. PROPOSED CURB STOP (TYP)
12. PROPOSED BIGHT OBSCURING FENCE
13. PROPOSED PICK UP/DROP OFF LINE
14. PROPOSED BOREHOLE WALL
15. PROPOSED STOP SIGN
16. PROPOSED ACCESSIBLE PARKING SIGN
17. PROPOSED VAN ACCESSIBLE PARKING SIGN
18. PROPOSED NO PARKING SIGN
19. PROPOSED SHUTTLE BUS PARKING ONLY SIGN

ENVIRONMENTAL PROTECTION AREA

TAXLOT 500 OF 500 SHOTS

OPEN SPACE 3050 SF

WILL CREEK

OPEN SPACE 1440 SF

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1. ASSISTED LIVING - FRONT STREET ELEVATION

SCALE: 1/8" = 1'-0"



2. ASSISTED LIVING - WILLAMETTE RIVER ELEVATION

SCALE: 1/8" = 1'-0"

FRONT STREET SENIOR COMMUNITY
SALEM, OREGON

LAND USE REVIEW

LRS
ARCHITECTS



1. MEMORY CARE - FRONT STREET ELEVATION

SCALE: 1/8" = 1'-0"



2. MEMORY CARE - WILLAMETTE RIVER ELEVATION

SCALE: 1/8" = 1'-0"



KATU 2 On Your Side (1)

☀ 59°

NEWS (1)

WEATHER (/WEATHER)

TRAFFIC (/TRAFFIC)

SPORTS (/SPORTS)

F

ADVERTISEMENT

PIONEER SQUARE 2 - SEATTLE
UPSTREAM
JUNE 1-3 - 2018

FULL LINEUP ANNOUNCED!

SE Hawthorne businesses add metal gates to prevent homeless from sleeping in doorways

by KATU Staff



SE Hawthorne businesses add metal gates to prevent homeless from sleeping in doorways/KATU News

AA



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PORTLAND, Ore. —

Attachment 5

Page 1 of 4

A handful of businesses along SE Hawthorne have added metal gates to cover their doorways overnight, in an effort to stop homeless individuals from sleeping outside their storefronts.

KATU 2 On Your Side (v)
NEWS (/) WEATHER (/WEATHER) TRAFFIC (/TRAFFIC) SPORTS (/SPORTS) F (/weather)

The gates were installed at SE Hawthorne and 32nd Avenue earlier this month by property managers after receiving complaints from store owners.

They would say homeless individuals would sleep in their entryways, and have reported various crimes ranging from break-ins to criminal assaults.

Breyell Payne, owner of Enjoy Company, says she was sexually assaulted by a homeless man in January and physically assaulted by a homeless woman earlier this month.

"It's not warm, it's not welcoming. It's ugly. But it's necessary for now," Payne said.

She, along with other business owners, said they're not anti-homeless. They say it simply comes down to health and safety, and they can't risk either of those things. Since the gates went up, it appears as though someone has already vandalized sections of it.

Shop owners want the city to come up with concrete solutions, like more police patrols or social services.

KATU2 On Your Side ^(/)

☀ 59°

NEWS ^(/)

WEATHER ^(/WEATHER)

TRAFFIC ^(/TRAFFIC)

SPORTS ^(/SPORTS)
^(/weather) f



 NEWS IN PICTURES

Attachment 5

Page 3 of 4



One hospitalized with critical injuries after roll-over crash outside Tualatin
(/news/local/gallery/life-flight-called-to-two-vehicle-crash-outside-tualatin)



Photos: Judas Priest shreds the stage at Portland's Memorial Coliseum
(/news/entertainment/gallery/photos-judas-priest-portland-oregon-memorial-coliseum-rob-halford-2018)



Family tries euthanizing cat after it walked 12 miles to return home
(/news/nation-world/gallery/family-tries-euthanizing-cat-after-it-walked-12-miles-to-return-home)



1 dead, 7 hurt after 737 blows an engine; woman nearly sucked out
(/news/nation-world/gallery/woman-critically-injured-in-southwest-boeing-737-emergency-landing)

Witnesses believe police justified in killing suspect at SE homeless shelter

Updated April 8, 2018 at 9:47 PM; Posted April 8, 2018 at 3:37 PM

By **Lizzy Acker**

lacker@oregonian.com

The Oregonian/OregonLive

Updated: 7:45 p.m.

Three witnesses to a fatal officer-involved shooting late Saturday night at a Southeast Portland homeless shelter say the man police killed had burst into the facility and was slashing and stabbing himself with a knife before he was killed by officers.

"It was horrific," said Morgan Thomas Pickering of Portland during an interview Sunday morning across the street from the Cityteam Ministries shelter on Southeast Grand Avenue. Pickering was waiting in the rain across the street from the shelter to retrieve his belongings. "We were all scared for our lives."

Police say the man who was shot was a suspect in an earlier carjacking. They did not release his name, pending an autopsy, but family [identified him as John Elifritz](#), a Portland native who had addresses in Clackamas County. A cousin said Elifritz, 48, had struggled at times with methamphetamine use, but was trying to get his life back in order.

Pickering and the two other witnesses, both of whom declined to be identified and were checked into the facility at the time of the incident, all say the police were justified in shooting the man, who they say was acting erratically.

"The Portland Police Bureau values human life and accepts the authority to use lethal force with great reverence," said Portland Police Chief Danielle Outlaw in a statement Sunday afternoon. The chief did visit the scene of the shooting Saturday night, a bureau spokesman said.

"I am aware a video was taken of this incident by a community member and that video was posted to the internet," she added. "Please be reminded that deadly force investigations are extremely complex and take time. The Police Bureau is committed to transparency and will ensure the entire investigation is released in a timely manner that does not impact the integrity of the investigation."

A vigil for Elifritz was held on the street corner outside the Cityteam shelter Sunday afternoon. By 4:30 p.m., about 40 people had showed up, some holding signs that read, "More Mental Health Care, Not More Cops." Friends had placed a framed photo of Elifritz at the site, which was surrounded by candles, flowers and a teddy bear by Sunday night.

Memorial outside Cityteam Ministries for John A. Elefritz, 48. Maxine Bernstein|Staff

Kirk Smith wasn't part of the vigil, but he was among a small group of men standing outside the shelter doors. He said he was attending a meeting inside the shelter Saturday night when the shooting began.

"There were eight cops here and they could have took him down," Smith said. "They used the bean bags and then they shot him. It didn't make any sense. They could have tased him and took him down and went and got him help. He was begging for help. He wasn't saying anything, but you could tell just from his actions."

Carl Shellhammer was also inside the shelter that night. He said police first shot the man with "bean bag, plastic, knock-down bullets and he just kept getting back up."

"(The police) were doing it in the best way that they could without hurting any of the other people in the building," he said.

Sunday evening, the ACLU of Oregon released a statement from Executive Director David Rogers on the shooting.

"Was there any attempt to de-escalate the situation before officers open fire inside the homeless shelter full of innocent bystanders? If not, why not?" the statement read. "We join many in the community by calling for a prompt, thorough, and transparent investigation into this shooting. The public deserves to get a detailed account of why this man was shot and what actions Portland Police took to avoid yet another fatal shooting."

The ACLU called on Portland officers to use body-worn cameras as a means to "increase transparency, promote police accountability, and help ensure interactions with community members are fair and lawful."

Officers responded at 7:30 p.m. to a report of a crashed vehicle at Southeast Martin Luther King Jr. Boulevard and Stark Street, according to police. When they arrived, the driver had fled.

Officers learned the car, a silver Honda CRV, had been stolen in a carjacking earlier in the day, Sgt. Chris Burley, a Portland Police Bureau spokesman, told The Oregonian/OregonLive Saturday night.

A short time later, a clerk at Jackson's Gas Station, at the corner of Southeast Grand and Washington Street, called 911 to report a man with a knife, talking about suicide and murder inside the station's convenience store.

Police responding they learned there was a man outside Cityteam Ministries Portland Shelter, a long-term and emergency homeless shelter, holding a knife to his throat. Officers responding located the suspect inside. By then, dispatchers were instructed to call for an ambulance, as there were reports the suspect was bleeding heavily from his neck.

Cityteam Portland Executive Director Mike Giering on Saturday said an Alcoholics Anonymous meeting had just begun at the time of the shooting. The witnesses said the meeting was in progress when the suspect came through the door, shirtless.

One witness said a shelter employee gave the man a jacket. Shortly after, police arrived.

Pickering, who filmed part of the incident on his phone, said the man had a knife and was "stabbing himself in the neck."

(Warning: Video contains graphic material)

Pickering and two others described the man as erratic and shouting, slashing and stabbing himself with a knife. They said police fired either rubber bullets or bean bags, but they didn't subdue the man, who then lunged at officers with the knife in his hand.

At that point, the witnesses said, officers shot him.

"Three, four, five shots," Pickering said. "He just dropped."

Medical responders determined the man was dead at the scene, police said.

Pickering called officers' action "absolutely 100 percent justified," adding, "Cops did everything right."

"I applaud their actions," he said. "They actually saved lives."

The two other witnesses echoed Pickering, calling the chaotic scene terrifying.

The men said buses took most of the between 30 and 40 people at the shelter to another location. Those who remained spent a cold night in the rain, waiting for their belongings to be released from the shelter Sunday morning.

Investigators will work to determine if the suspect armed with the knife posed an immediate threat to others in the shelter, officers or himself when police used deadly force against him.

Sunday evening, Mayor Ted Wheeler released a statement on the shooting.

"Last night officers responded to multiple calls for service regarding a suspect that ultimately ended in an officer involved shooting," the statement read. "The loss of a life is always tragic. My priority is to discover the facts and circumstances regarding this incident. Already, there are those who want to immediately define what happened. It would be highly irresponsible for me to participate in speculation at this time. I urge us all to allow investigators to do their work, to uncover the facts, and to report on their findings."

In 2016, consultants hired by the city of Portland were critical of a longstanding Portland police training tenet, commonly referred to by officers as the "21-foot rule" – the idea that someone with a knife who is within 21 feet of them can attack faster than an officer has time to pull, aim and fire a gun.

"The 21-foot rule should never be seen as a green light to use deadly force or as creating a 'kill zone,'" experts have found, yet that lore seems to remain "inculcated" in the Portland Police Bureau, the California-based OIR Group wrote in a report in 2016 on Portland officer-involved shootings and deaths in police custody.

The consultants then urged the bureau to clarify training on the 21-foot rule so it's not used to justify a police shooting when a suspect armed with a knife comes within 21 feet of an officer. It's unclear if that training was ever altered.

The rule's origin? More than 25 years ago, a Salt Lake City police officer performed rudimentary tests and concluded an armed attacker who bolted at a cop could clear 21 feet in the time it took most officers to draw, aim and fire their gun. The conclusion was repeated in training videos. But in May 2015, police chiefs attending the Police Executive Research Forum conference expressed concern that some officers consider the 21-foot rule a legal justification to shoot someone, instead of seeing it as a general warning for officers to protect themselves when they encounter a person with a knife, the report said.

Portland police have not said how many officers fired their weapons nor released the identities of the officers involved. The officers have been placed on paid administrative leave until the investigation and a grand jury hearing have concluded, protocol for the bureau.

Elliot Njus, Samantha Swindler and Maxine Bernstein contributed to this report.

-- Lizzy Acker

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lacker@oregonian.com, @lizzzyacker

Civic Affairs**Homeless man shot by PPB files \$1.3M lawsuit****By:** The Associated Press

Updated: Mar 31, 2018 07:17 AM PDT

Don Perkins 56, was shot by Portland police after using the replica gun pictured above in an encounter with police on February 9, 2017. He is expected to survive. (PPB photos)

Related Stories

- **Attempted 'suicide by cop' shooting...**
- **PPB: Suspects had replica firearms...**
- **Suspect injured in officer involved...**

PORTLAND, Ore. (AP) — A suicidal homeless man who was shot by Portland police after officers said he reached for a replica handgun has filed a \$1.3 million lawsuit against the city.

The Oregonian/OregonLive reports police said a replica handgun fell out of the van that Don Perkins had been living in next to Portland's Powell Park and officers shot him when he tried to grab it in 2017.

But Perkins' attorney, Thomas Patton, said Friday that his client didn't reach for the look-alike gun.

The suit faults Officers Roger Walsh and Bradley Clark, claiming they were improperly trained in how to deal with someone in a mental health crisis and that they escalated the situation by screaming at Perkins before shooting him.

An employee of the city attorney's office said the city doesn't comment on pending litigation.

A grand jury found no criminal wrongdoing by the officers.

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Does expanded homeless shelter create more problems than it solves?

Statesman Journal Editorial Board

Published 6:25 p.m. PT April 3, 2018 | Updated 3:28 p.m. PT April 4, 2018



(Photo: Statesman Journal file)

NIMBY.

The acronym for Not in My Back Yard is a common lament among neighbors concerned about their property values whenever the threat of a "different" neighbor moving in is brought up.

David Glennie, a Salem City Councilor in the '90s and owner of Glennie Property Investments, tripped the NIMBY wire in December when he declared opposition to a municipal zone change and conditional-use permit being sought by the city.

Having developed and managed low-income housing tax-credit projects in Oregon, including the Broadway Place building in Salem, Glennie took issue with the city essentially anointing the Union Gospel Mission of Salem's plans to expand from about 150 beds to more than 300.

Glennie claims a larger shelter north of downtown would attract more homeless people to Salem in general.

We find his claim to be somewhat specious. While we disagree without first seeing evidence, the editorial board doesn't dispute some of Glennie's other concerns.

Among them is his question of whether the city is following its own codes.

More: [Developer fights Union Gospel Mission men's homeless shelter expansion \(/story/news/2018/04/02/developer-fights-union-gospel-mission-mens-homeless-shelter-expansion/450784002/\)](http://www.statesmanjournal.com/story/news/2018/04/02/developer-fights-union-gospel-mission-mens-homeless-shelter-expansion/450784002/)

More: [Union Gospel Mission men's shelter moving out of downtown Salem \(/story/news/2017/10/11/union-gospel-mission-shelter-salem-downtown-moving-commercial-street/755013001/\)](http://www.statesmanjournal.com/story/news/2017/10/11/union-gospel-mission-shelter-salem-downtown-moving-commercial-street/755013001/)

More: [Salem poised to buy Union Gospel Mission men's shelter \(/story/news/2017/10/23/salem-poised-buy-union-gospel-mission-mens-shelter/791566001/\)](http://www.statesmanjournal.com/story/news/2017/10/23/salem-poised-buy-union-gospel-mission-mens-shelter/791566001/)

Since the Union Gospel Mission of Salem is a charitable Christian nonprofit, it relies primarily on donations for its operations.

It is not a social services agency, and as such, we, alongside Glennie, ask how it will fund future operations of an enlarged shelter. Taking in more men to feed and house as it currently wrestles with the same issues for only about 150 now leads us to a sustainability question.

We also know from Statesman Journal stories that for homeless shelters to work, there have to be provisions for the chronically homeless, those battling addiction to drugs and/or alcohol, those in need of employment help and accommodation for those combating mental illness.

Without addressing these underlying issues, a larger facility is only a bandage.

If you don't see the poll below, refresh page:

Attachment 8

Page 1 of 3

Does an expanded homeless shelter create more problems than it solves?

We All Have Roots

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- ☐ More planning needs to be done first.
- ☐ It's a problem either way. I don't care what happens.
- ☐ It's worth it to help the homeless.
- ☐ It will bring more homeless to the area, not solving the overall problem.
- ☐ A bigger shelter will reduce number of men on the streets and boost nearby property values.

Vote ()

View Results

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Glennie says he's spoken to other interested North Downtown property owners, and they support his concerns.

In his letter to the Land-use Hearings Officer, Glennie wrote that the Salem Police Department has neither the necessary funding nor policies in place to help protect neighboring properties from theft, vandalism, urination, defecation, intimidation, profanity, trespassing, drug sales and Dumpster diving by individuals who appear to "have no interest in observing social order or respect for property."

We urge the city to give full attention to its North Downtown Riverfront Overlay Zone. Is Glennie correct that the new shelter would dominate it?

and is the plan inconsistent with the city's Urban Renewal Plan, as he alleges?

If the URP is designed to create economic development opportunities along the riverfront, does a larger shelter fit with that design and accommodate both businesses and residents?

We wish neighbors would worry more about solutions for the homeless problem than what it means to their property values. But that is an emotional desire, not a practical one.

The city needs to ensure it doesn't just move the problems associated with the UGM shelter from one block to another.

More: [87 units of affordable housing reopen in \\$17 million private-public Salem partnership \(/story/news/2018/04/02/87-units-affordable-housing-reopen-17-million-private-public-salem-partnership/479497002/\)](http://story/news/2018/04/02/87-units-affordable-housing-reopen-17-million-private-public-salem-partnership/479497002/)

More: [Homeless family fights to keep son off streets at night \(/story/news/education/2018/03/29/homeless-family-fights-keep-son-off-streets-night-turn-st-joseph-shelter-mt-angel/447580002/\)](http://story/news/education/2018/03/29/homeless-family-fights-keep-son-off-streets-night-turn-st-joseph-shelter-mt-angel/447580002/)

More: [Homeless families risk being torn apart as they seek shelter \(/story/news/2018/03/29/salem-homeless-families-risk-being-torn-apart-they-look-for-shelter/442233002/\)](http://story/news/2018/03/29/salem-homeless-families-risk-being-torn-apart-they-look-for-shelter/442233002/)

More: [Homeless Salem mom finds stability, future at Simonka Place \(/story/news/2018/03/29/homeless-salem-mom-finds-stability-future-simonka-place-keizer/440304002/\)](http://story/news/2018/03/29/homeless-salem-mom-finds-stability-future-simonka-place-keizer/440304002/)

Read or Share this story: <https://stjr.nl/2q5Eywz>

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source=BENBapr&utm_medium=nanobarap&exchange&utm_campaign=EARTHDAY18)

Multnomah County**3 Portland homeless shelters scheduled to close****By:** Jim Redden, The Portland Tribune

Updated: Mar 20, 2018 11:50 AM PDT

The Hansen Shelter at 12240 N.E. Glisan St. is now scheduled to close in mid-June. (Portland Tribune)

PORTLAND, Ore. (PORTLAND TRIBUNE) --- Three homeless shelters in Portland will close between the middle of April and the middle of June, according to a memo circulating within Transition Projects, the non-profit agency operating them on behalf of the Joint Office of Homeless Services and obtained by the Portland Tribune.

The planned closures will follow the unexpected Feb. 7 closure of the family shelter operated by Human Solutions, another non-profit service provider. Although the memo says one or more new shelters are expected to open during the next few months, they may well be smaller than the ones scheduled to close. As a result, the emergency shelter system in the Portland area will likely lose hundreds of beds by the start of summer.

The March 19 memo was written by Stacy Borke, Transition Project's senior director of programs. It says the following shelter are scheduled to close:

Hansen Shelter: Located in the former Multnomah County Sheriff's Office headquarters at 12240 N.E. Glisan St., the Hansen Shelter was always intended to be temporary. It is now scheduled to close by mid-June. The JOHS is in the process of identifying a new location in east county, although it will likely be smaller and serve a different population.

Columbia Shelter: Located in the former Schleifer Furniture building at 509 S.E. Grand Ave., the Columbia Shelter was originally scheduled to close last fall to make way for a boutique hotel. It is now scheduled to close in mid-April. A replacement site is being finalized.

5th Avenue Shelter: Located in the basement of the downtown Mead Building at 421 S.W. Fifth Ave, the 5th Avenue shelter was always intended to close in mid-April.

"We do not have details on populations or facilities. We will pass these along as soon as we have them," says the memo.

It is unclear how many shelter beds will be lost. The Hansen Shelter can house up to 160 people. The Columbia Shelter can serve up to 100 people. The Fifth Avenue shelter houses up to 75 men.

And when the Human Solutions shelter closed because of a leaky roof, 110 children and parents were living in it. They were relocated to motels. No decision has yet been made on whether to repair the roof and reopen that shelter, which is located at 16015 SE Stark St.

Denis Theriault, the communications coordinator for JOHS, says the closures are happening in coordination with Portland and Multnomah County's efforts to move away from temporary shelters in vacant buildings to permanent shelters in buildings specifically designed or remodeled to house people.

"We always knew these shelters would close. Right now we are moving away from some buildings that don't work well as shelters and working to open higher quality shelters. All of the details still haven't been worked out, so it's hard to say what the final numbers will be," says Theriault.

One of the new shelters is intended to be in a large empty warehouse in the Old Town/Chinatown neighborhood. Another is being planned for a vacant grocery store near Southeast 60th and Foster. Other sites are under consideration but have not yet been announced.

"Real estate takes a long time," says Theriault.

Neighbors oppose the opening of some shelters, however. Some people living and working near the Hansen Shelter have long complained about it. A group called Southeast Allied Communities has formed to oppose the shelter near 60th and Foster. And the Old Town/Chinatown shelter is opposed by the Old Town Chinatown Community Association, the official neighborhood association in the area.

The Portland Tribune is a KOIN media partner.

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BLOGTOWN

NEWS

Columbia CEO to Bankroll New Harbor for Hope Shelter in the Pearl

by [Kelly Kenoyer](#) • Apr 10, 2018 at 12:50 pm

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Mayor Ted Wheeler at the Harbor for Hope press conference KELLY KENOYER

It appears that a wealthy Portland CEO and a Portland developer, both of whom have a well-documented history of animosity towards the homeless, have had a change of heart.

Oregon Harbor for Hope—a nonprofit organization chaired by developer Homer Williams, has announced a partnership with Columbia Sportswear CEO Tim Boyle to build a new homeless shelter under the Broadway Bridge—just blocks from Williams’ prized Marriott Hotel. It’s the same location where, in 2016, **Williams fought tooth and nail** to keep homeless camp Right 2 Dream Too (R2D2) from setting up shop.

In a Tuesday morning press conference, Williams had changed his tune.

“One thing I realized is that we’re all going to have to be involved,” he said. “We can’t have people pooping in bushes, drinking bad water, not getting enough sleep, we’re a better country and city than that.”

“This takes commitment, and it takes volunteers, and it takes money,” Williams added. That’s where Boyle comes into play. The CEO announced he’d donate \$1.5 million to help construct the new shelter.

Boyle wrote an op-ed in the *Oregonian* last year disparaging the homeless situation in Portland and threatening to move Columbia’s new Sorel brand headquarters out of downtown due to the amount of homeless people crowding the neighborhood. This call led to Mayor Ted Wheeler making **rushed promises to increase area policing**, and “do whatever it takes” to keep downtown businesses content.

Apparently, that means helping the businessman bankroll a brand-new shelter—or, as its been called, a “navigation center.”

“I’ve decided that it’s important to invest in the project that [local attorney] Bob Stoll and Homer have put together,” Boyle said. “It provides significant momentum and a challenge quite frankly to the business community.”

The proposed Oregon Harbor for Hope project is meant to bring homeless people in on a short-term basis where their needs can be triaged. Staff will evaluate a person’s individual needs, come up with a plan to connect them to services, and then “hopefully move them through the system,” Williams said. He emphasized, however that affordable housing is the key to truly solving homelessness.

Attorney Stoll, who helped gather support for the project, said that the \$1.5 million would certainly cover the construction of the facility, which will be constructed on city-owned property. There is no word on who will fund operational costs, which are estimated to be \$1.5 to 2 million per year.

The shelter is expected to house 100 to 120 beds, depending on the final plan. The current draft includes an outside recreation area and vegetable gardens, all surrounded by an 8-foot chain-link fence wrapped in black vinyl, according to **design plans obtained by the *Oregonian*.**

Many details of the project are still unclear and almost appeared to be an afterthought at the morning meeting.

Mayor Wheeler applauded the business community for these steps. "Public-private partnerships can work to address this unfolding crisis in our streets," he said. "This is a good project, but I want to reiterate that it is just one project... We need more resources to transition people into housing."

He added, perhaps in a nod to Williams' previous position against a homeless camp near his hotel, "We can't only support shelter as long as it's not in our own backyards. We can't only support affordable housing as long as it's not in our backyards."

None of the standard homeless advocates were asked to speak at this morning's press conference. Asked to comment, Kari Lyons, director the Welcome Home Coalition, said her organization is in favor of the project. "We embrace private public partnerships and are hopeful that Harbor of Hope will tap into the expertise of existing service providers."

George Devendorf, Executive Director of Transition Projects, had similar praise, calling the new public-private partnership "an encouraging step in the right direction." He added, "The proposed shelter offers our community a trial run for expanded public-private collaboration—a collaboration that will hopefully pave the way for bigger and bolder partnerships in the years ahead."

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Multnomah County

Homer Williams: Shelters coming to every neighborhood

By: Lisa Balick and KOIN 6 News

Updated: Apr 10, 2018 05:46 PM PDT

(Interactive Media Not Supported by Print)

PORTLAND, Ore. (KOIN) -- The Pearl District in Northwest Portland is a place where the industrial, the commercial and the upscale residential meets. Soon, near the Broadway Bridge, it could also be home to a new Harbor of Hope homeless shelter.

The shelter, termed a "homeless navigation center," will be off between Naito Parkway and Union Station.

The developer, Homer Williams, fought previous shelter plans in Northwest Portland, but with the homeless population growing, he's now changed his mind.

"There's not a city on the West Coast that's not going to be overwhelmed with this," Williams said, "and they already are."

Williams is raising big money for the project. Columbia CEO Tim Boyle announced on Tuesday that he donated \$1.5 million to the project, just months after he considered moved Columbia's SOREL location out of downtown Portland after he expressed concern about the safety of the location.

"I grew up here in Portland," Boyle told KOIN 6 News. "It's where you live and if you can't take care of where you live, then you have a problem."

Boyle said he hopes others in the business community will step up as well to help with the homelessness crisis.

The temporary shelter will cost between \$1-2 million a year to operate. It's expected to have room for 100-200 people. It's also expected to be up and running by fall.

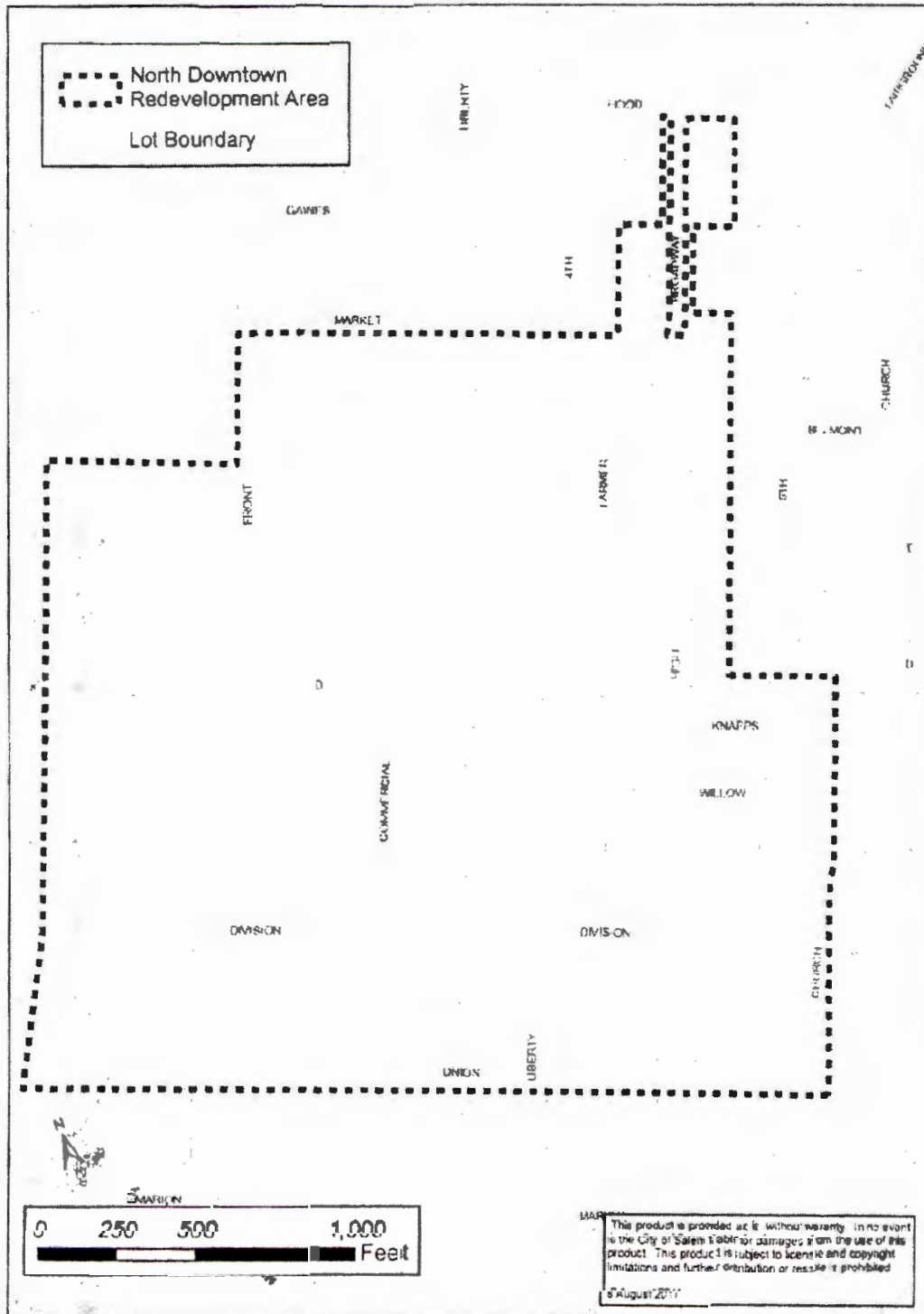
Williams -- who also has a bid to the county commission to turn the Wapato Jail into a homeless shelter -- is also planning to help fund the project, as well.

The homeless crisis, according to Williams, is the reason why private businesses have to step in and fund this. The shelter will also provide mental health services and job counseling. Despite originally being against shelter plans in Northwest, Williams thinks this -- on a large scale -- will be a way for major cities to attack the homeless crisis.

"We will have shelters in every neighborhood," Williams said, "and as a city we're going to have to embrace that."

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EXHIBIT SEVEN NORTH DOWNTOWN REDEVELOPMENT AREA MAP



Received At Council Meeting

Meeting Date: 11/23/14

Agenda Item: 4 b

Received by: KL

From: Dan Clem




Hope
Has a New Address



**UNION
GOSPEL**

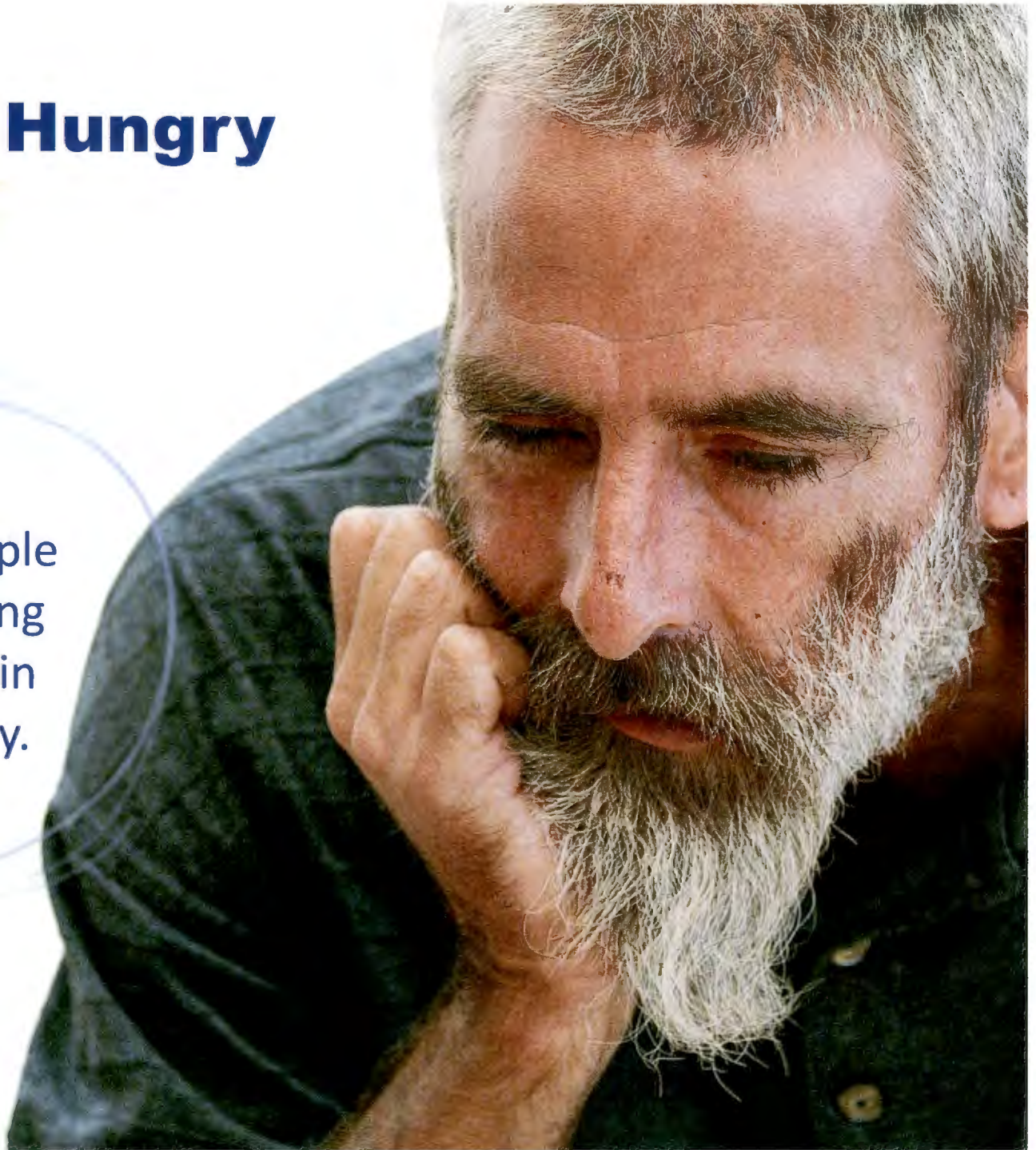
M I S S I O N

*"Come to
me, all
who are
weary...
I will
give you
rest."*



Homeless, Hungry & Hurting

Over 1,766 people
are experiencing
homelessness in
our community.



Programs & Services

UGM Facilities: Men's Mission • Simonka Place for Women & Children
Mission Store • Donation Center • Gear Street • Restoration House

37,142 Bed Nights in 2010
125% ↑ 83,751 Bed Nights in 2017
114,075 Meals Served in 2010
30% ↑ 148,550 Meals Served in 2017
*stats are from Men's Mission only.



Programs & Services

UGM Facilities: Men's Mission • Simonka Place for Women & Children
Mission Store • Donation Center • Gear Street • Restoration House



Supportive Services

82,059 Showers

165 Clients Places in
Employment

190 Clients Placed in
Housing

Programs & Services

UGM Facilities: Men's Mission • Simonka Place for Women & Children
Mission Store • Donation Center • Gear Street • Restoration House

Transitional Services

438 Served in
Transitional Services
2,551 Counseling Sessions
11 GED's earned



Programs & Services

UGM Facilities: Men's Mission • Simonka Place for Women & Children
Mission Store • Donation Center • Gear Street • Restoration House



New Life Fellowship Recovery Program

24 NLF Graduates in '17
77,053 Work Therapy Hours
287 Professions of Faith

An Increasing Demand For Services



You can find people struggling with homelessness on our streets, in our parks, behind our buildings, in our parking lots, and under our bridges and overpasses. All have stories. All need love and support.

Given the year-after-year double-digit growth of the homeless population in the Mid-Willamette Valley, there's just not enough beds.

Many come to the Men's Mission seeking hope for a better future. All 150 beds are full nearly every night. Sadly, men are turned back to the streets because there is not enough room - yet another message of rejection.

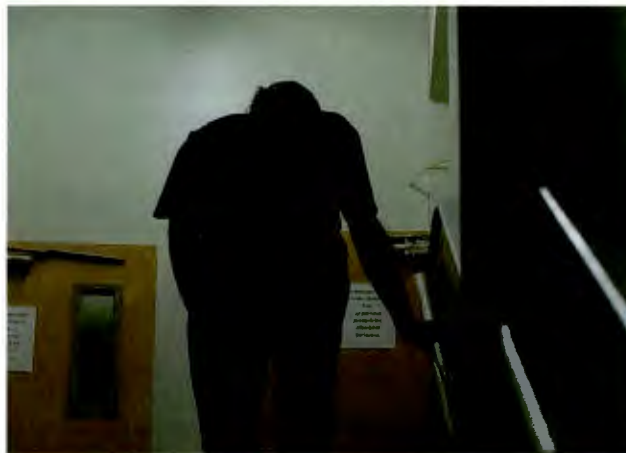
UGM of Salem's heart is to help more men break free from homelessness. To that end, the Mission needs to break free of its own chains: its run-down, 60-year-old men's shelter building.

A Declining Facility

Inefficient Space



Critical program space such as the education center, chapel, fitness center and counseling rooms are over-crowded and inadequate – creating barriers to men seeking significant life change. The dark building - with limited airflow and a lack of natural light - does not create a healthy environment for transformational change.



Building Systems



Heating, cooling, plumbing, lighting and even fire protection are outdated, inefficient and expensive to maintain.



Not Equipped for Needs

The maze of hallways, ramps and stairs make it difficult, if not impossible, to navigate the facility – especially for those with disabilities.

Not Enough Space to Serve

With a capacity of 70, the windowless dining room requires as many as six rotations per meal. Instead of facilitating discussion and healthy relationships, guests are rushed through mealtime.

Inhibited Restoration

Separating long-term program residents from emergency shelter residents pressure is not possible – creating situations where guests can influence and pressure program residents to return to lives of drugs, alcohol or other activities inconsistent with restoration.

Hope

Uganda Christian Mission
Has a New Address



Increasing our Ability to Serve

EMERGENCY SERVICES

The need for emergency services is on the rise. Some nights - particularly in the winter - our beds are full, and men are sleeping on floor mats and in chairs just to get in out of the cold. Every day UGM of Salem provides shelter, clean beds and food for those who would otherwise be on the streets of Marion & Polk counties. In addition, we provide basic hygiene assistance, dental care and more. *A new Men's Mission will provide additional space for shelter and meals, as well as off-street building access that minimizes street-side congestion. It will provide the homeless of our community with an environment that affirms their dignity, identity and also restores hope.*

SUPPORTIVE/MENTALHEALTH COUNSELLING

Many men who come to UGM of Salem are suffering from physical disability or mental illness. The supportive services avenue aids mental health evaluations and connections to medical or mental health community resources. Research shows that those suffering from mental illness do best living in quiet environments and sharing space with others battling similar issues. *A new Men's Mission will allow us to provide better accessibility for those with physical disabilities. We will serve and care for those with identified mental illness in a separate area, for their comfort and safety as well the safety of other guests.*

TRANSITIONAL SERVICES

Some entering the Men's Mission need job skills training, help obtaining a GED or other education, or need to find stable housing. The transitional services avenue helps to identify these needs, provide assistance and connect to other partners. *A new men's center will provide an expanded learning center that can improve and increase educational opportunities for our guests, as well as provide opportunities to gain important job search skills and assistance.*

LONG TERM RECOVERY SERVICES – NEW LIFE FELLOWSHIP

Men who are ready and able to make major steps towards restoring their lives are invited to join the *New Life Fellowship* program. This 14-month program is designed to help men restore their lives through education, counseling and building healthy relationships. The record of success is remarkable, with nearly all graduates having stable income and housing as well as active relationships with their church and their community. Nearly all men in the program are battling some form of addiction. In our current facility the men in New Life Fellowship walk past and interact with men who are still using drugs, alcohol and nicotine. *A new Men's Mission will provide separate entrances and living spaces for men in the program, protecting them during the most vulnerable stages of their recovery. This dedicated area will also offer private spaces for meetings with their counselors and more room - allowing these men to feel at home for the length of the program.*

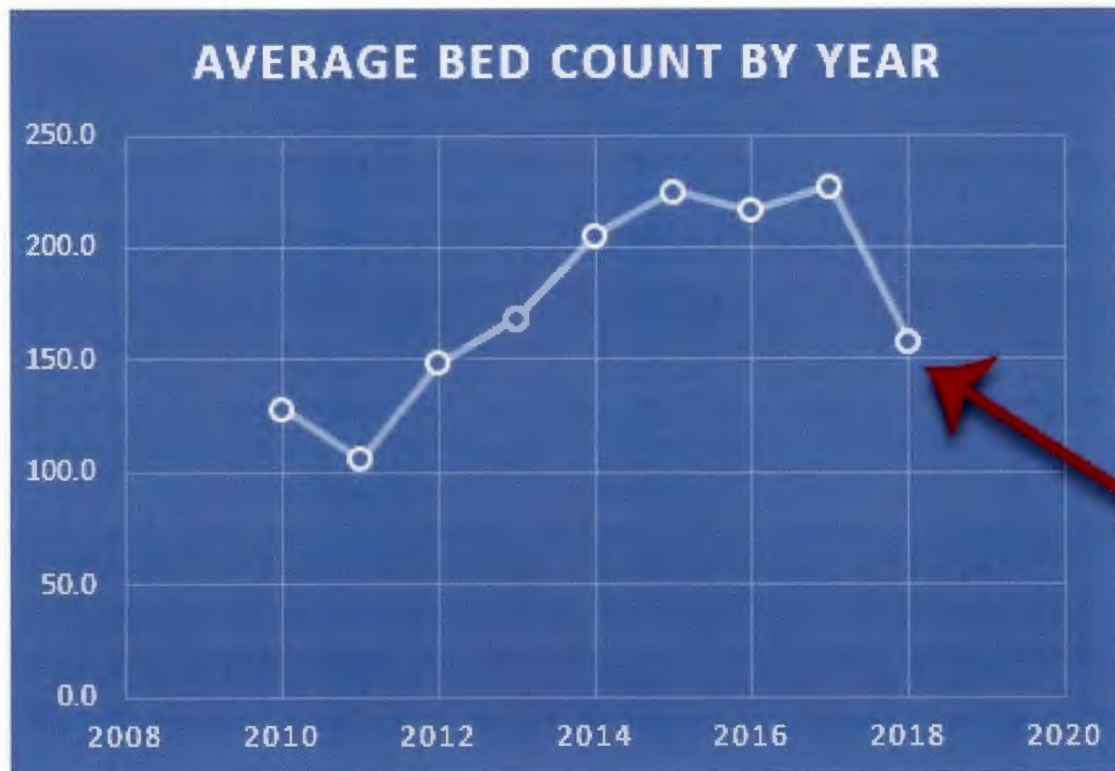
Resources - within 1.5 mile of shelter

- **Arches Project** - 615 Commercial Street NE - .2
- **Salem Housing Authority** - 360 Church Street - .6
- **Legal Aid** - 105 High Street - .4
- **Congregations Helping People** - 600 State Street - .5
- **Oregon Veteran's Affairs** - 700 Summer Street NE - .8
- **UGM Mission Store** – Clothing, 885 Commercial Street NE - .4
- **Vocational Rehab** – 500 Summer Street NE - .6
- **Labor Ready** – 699 High Street - .4
- **Work Source Oregon** (Employment Depart.) – 605 Cottage Street NE
- **Salem Library** – 585 Liberty Street NE - .7
- **Salem Free Medical Clinic** – 1300 Broadway NE - .8
- **Easter Seals Oregon** – 600 Cottage St NE - .5
- **Department of Labor** – 875 Union St Room 303 - .7
- **HOAP** - 694 Church St NE - .5
- **Psychiatric Crisis Center** – 1118 Oak Street SE - 1.1
- **West Salem Clinic** – 1233 Edgewater St NE - 1.5
- **Family Promise** – 1055 Edgewater St - 1.1



UGM Men's Mission

Average Shelter Count



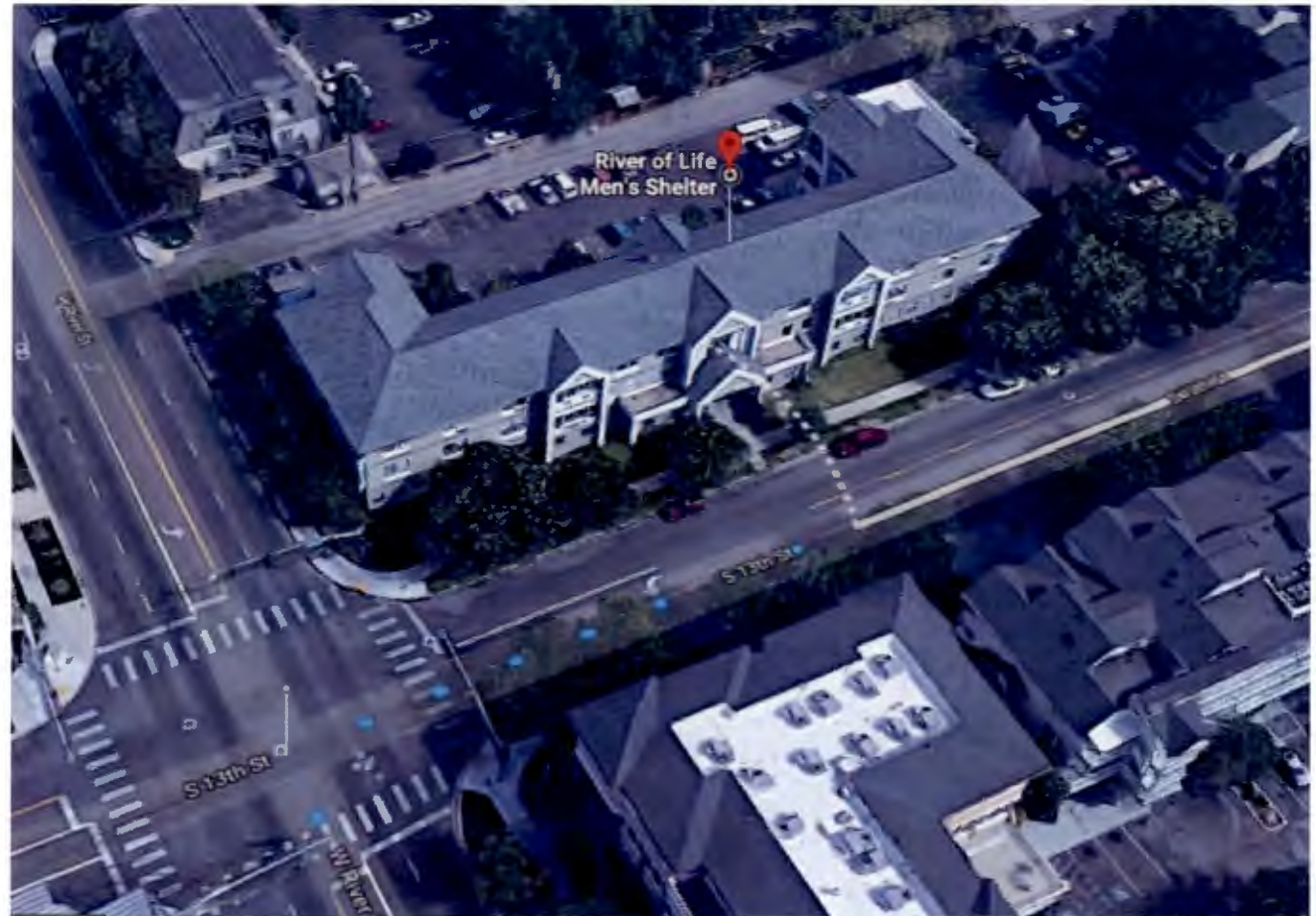
***Fire Code
Improvements***



Thank you!

Boise, ID
Mission:

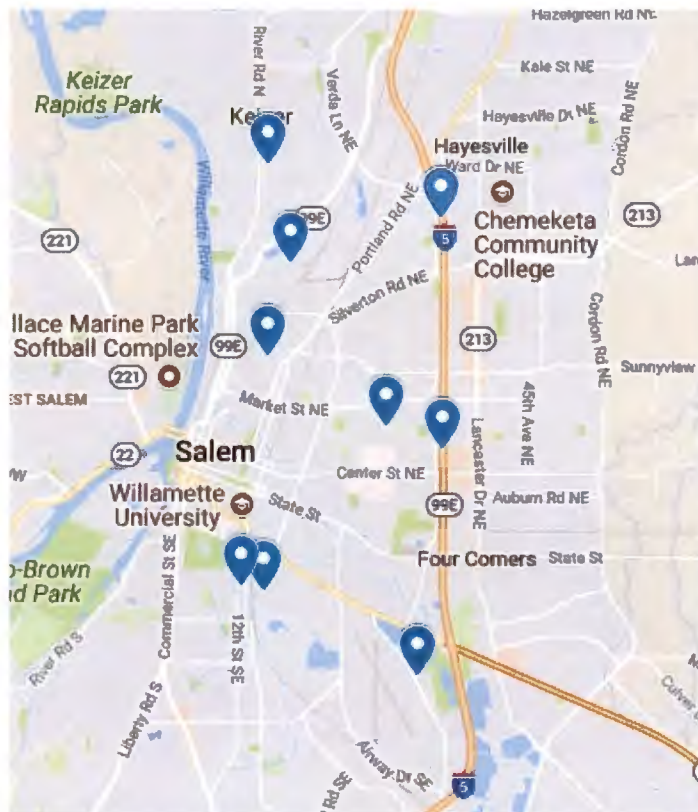
River of
Life Men's
Shelter



Bruce Donohue



Resources - more than 1.5 mile of shelter



- **Marion County Health** – 2035 Davcor St – 2.8
- **DHS Food Stamp Resource** – 3410 Cherry Ave NE – 2.7
- **Bridgeway Detox** – 3321 Harold Dr – 3.6
- **Salem Vet Center** – 2645 Portland Rd NE – 1.9
- **Sovah (Serving our Veteran's at Home)** 3258 Turner Rd – 4.2
- **Helping Hands** – 1755 13th St – 2.0
- **St. Vincent de Paul** – 445 Lancaster Dr – 3.2
- **Marion County Mental Health** – 3180 Center St – 2.2
- **V.A. Clinic** - 1750 McGilchrist #130 - 2.4
- **S.S.A. Office** – 1750 McGilchrist #110 – 2.4

UGM Men's Mission

Average Shelter Count

Rescue Mission Comparison	Boise Mission	UGM of Salem
City Population	223,154	167,419
Lodging per night	300	315
Total Staff	52	61

The floor plan illustrates the layout of the new Hope UGM of Salem building. Key areas include:

- Church Storage:** Located at the top left, containing numerous rows of chairs.
- Office:** A large office space at the top right, featuring a grid of desks and chairs.
- Reception:** A central reception area with a curved desk and seating.
- Kitchen:** A kitchen area located near the reception desk.
- Restrooms:** Multiple restrooms, including men's, women's, and a family restroom.
- Offices:** Several individual offices, including the "Pastor's Office" and "Minister's Office".
- Storage:** Various storage areas, including "Dry Storage" and "Church Storage".
- Entrance:** A main entrance area with a large set of stairs and a "Welcome" sign.

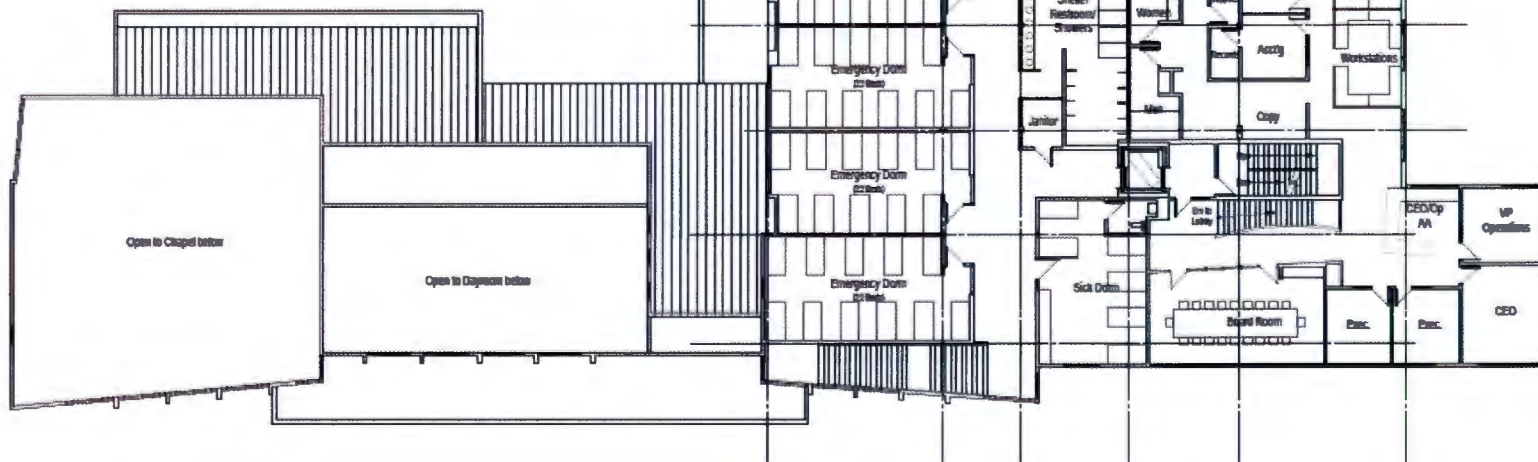
The building is labeled "Hope UGM of Salem" and "Has a New Address".

Abstract

Hope

Has a New Address

UGM of Salem



SECOND FLOOR PLAN

Scale: 1/8" = 1'-0"

DATE: 10/10/00
BY: MERRICK LENTZ ARCHITECT
PROJECT: MISSION OF HOPE
SHELLER

MERRICK LENTZ ARCHITECT
1000 1/2 STREET, SEASIDE, CA 94062
TEL: (415) 435-1111 FAX: (415) 435-1112
WWW.MERRICKLENTZARCHITECT.COM

DATE: 10/10/00
BY: MERRICK LENTZ ARCHITECT
PROJECT: MISSION OF HOPE
SHELLER

DATE: 10/10/00

DATE: 10/10/00

Mission of Hope
Emergency Men's Shelter

UGM of Salem

Commercial Avenue NE
Salem, OR

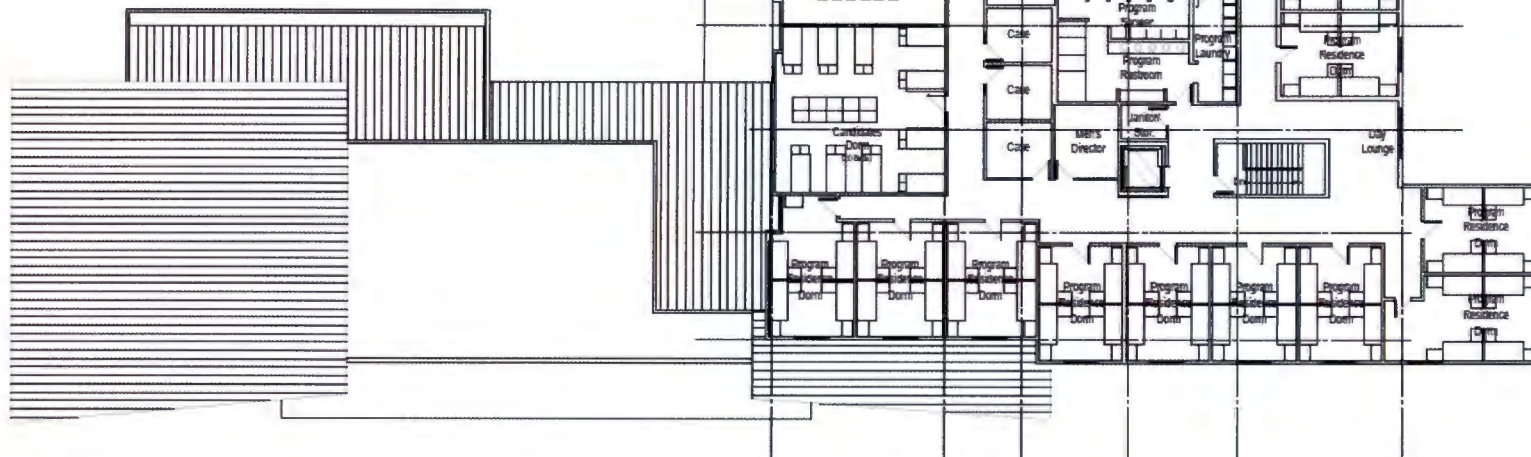
schematic design

DATE: 10/10/00

SECOND FLOOR
PLAN

DATE: 10/10/00
BY: MERRICK LENTZ ARCHITECT
PROJECT: MISSION OF HOPE
SHELLER
SCALE: 1/8" = 1'-0"
DATE: 10/10/00

Hope *Has a New Address*



THIRD FLOOR PLAN
 12-12-12

UGM of Salem
 12-12-12

MISSION OF HOPE
 EMERGENCY MEN'S SHELTER

MISSION OF HOPE
 EMERGENCY MEN'S SHELTER

Mission of Hope
 Emergency Men's Shelter

UGM of Salem

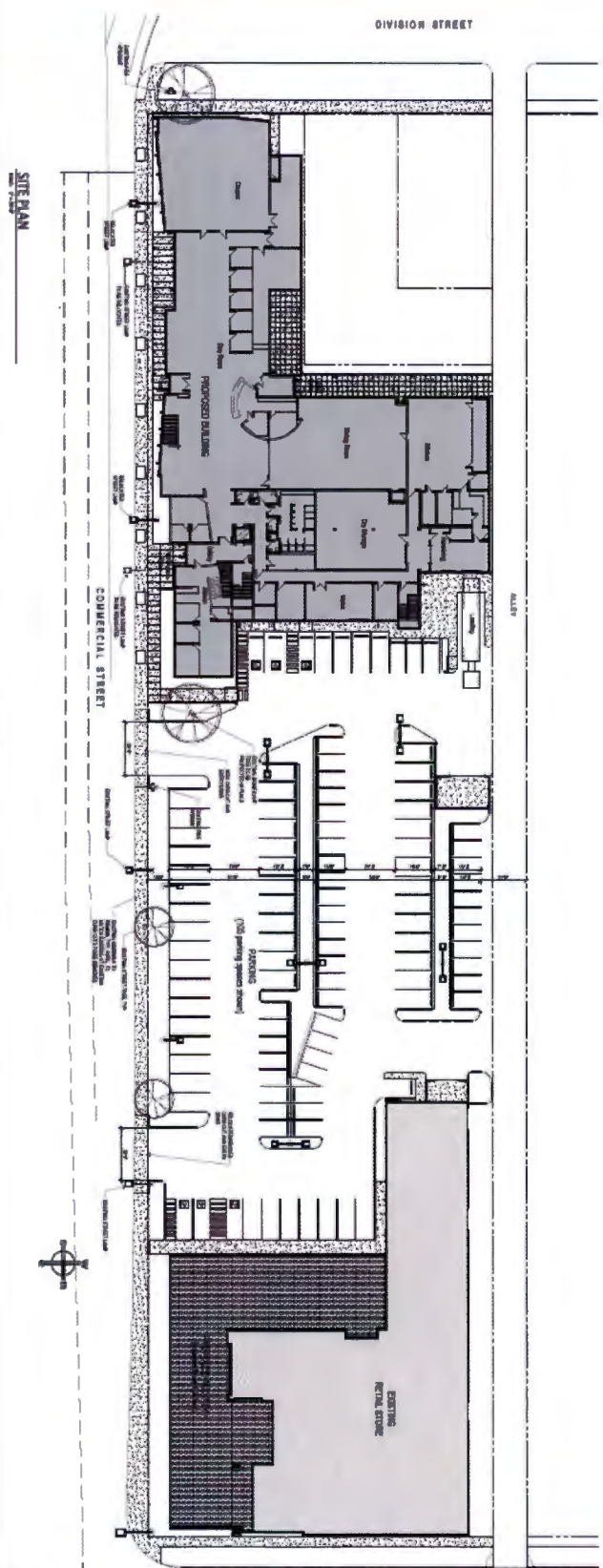
Commercial/Residential
 Salem, OR

schematic design

THIRD FLOOR PLAN

Author	UGM
Checker	UGM
Designer	UGM
Project Manager	UGM
Client	MISSION OF HOPE
Address	12-12-12
Phone	503-555-1212
Fax	503-555-1212
Website	www.missionofhope.org

Has a New Address



SITE PLAN

Mission of Hope
 Emergency Shelter
 UGM of Salem

Conceptual Architectural
 Schematic Design
 SITE PLAN
 DETAILS

DATE	NOV 10 2011
BY	ARCHITECT
SCALE	AS SHOWN
PROJECT	UGM of Salem
SHEET	A1.1

My name is David Glennie and my address is 445 Myers St SE. I am a lifelong resident of Salem and have been involved in commercial and low-income housing developments for more than 35 years in Salem and Eastern Oregon. We developed the projects at the corner of Broadway and Market, which include 90 residences and 50,000 square feet of commercial space. More than \$25 million was poured into these projects; and more than 70% of the necessary equity was raised from over 40 Salem-area investors. All agree that these projects have been consistent with the North Downtown plan and have contributed to the revitalization of that area.

The problems of homelessness in Salem are of enormous difficulty and complexity. It is not helpful to speak in generalities about "the homeless," since we know that there are many factors contributing to its causes. It is beyond the ability of any one person or program to solve. I believe it is our collective responsibility to address the issues with a cooperative spirit and desire to build a community consensus. We have heard the clarion call, "Do Something!" to this body and to city staff; and I agree. But I stress we need to act prudently, wisely, carefully.

Up front, here is my approach: I believe the existing UGM homeless shelter is harmful to the downtown and has been a burden to its merchants and our citizenry. I support UGM's proposed move to the subject North Commercial Street site and building a new shelter there. But, because of the unprecedented proposal and massive number of beds suggested, targeted only for men, close scrutiny must be shown to every aspect of the proposal. Close scrutiny reveals multiple deficiencies. For the reasons I will specify, I support an overnight shelter of 100 beds, with some additional and temporary capacity for weather events. I support one additional but vital element which I will address shortly.

Our attorney, Mr. Phil Grillo, is here and will speak in greater detail about legalities. There are three significant issues that this body needs to consider: 1) whether this proposal is consistent with the City's own urban planning documents and ordinances; 2) the appropriate way to define the "neighborhood" that will surround the proposed site; and 3) whether the conditions or limitations suggested by a hearings officer really help the process at all.

You are not considering this issue in a vacuum. For more than 20 years you and previous City Councils have wrestled with the difficult questions of how to expand and nurture Salem's downtown. I urge you to read Former Mayor Aldrich's letter that summarizes over 40 years of hard labor to chart Salem's growth from a sleepy capital city to what it is today. The visionary North Downtown Redevelopment Plan was approved in the late 1990s representing the work of dozens of people over a two-year period. The first fruits of that effort are evident today along Broadway Street, where both affordable and premium housing sit side-by-side; and restaurants, the Salem Cinema, thriving small businesses and a prominent coffee shop have brought vibrancy to that area day and night. A few years later the Riverfront Plan was adopted. Two words capture the spirit of those documents: "mixed" and "balanced." A huge homeless facility in its midst would not only violate those planning documents but would cast a long shadow over future growth and investment. As Mr. Grillo will say, a senior Assisted Living and

Alzheimer's care facility has already been approved a few feet away from the UGM property. I hate to imagine the tensions if 500 homeless men were neighboring such a facility.

One key to success of any business is a cogent business plan. The more ambitious the goals, the more detailed and realistic the plan needs to be. The UGM business plan or, really, the lack of such a plan, is a red flag to me. The UGM plan speaks in glowing generalities, when specifics, justifications and common sense are needed.

In my 35 years of developing I have learned:

- 1) The construction project is perhaps the easiest part, though it is fraught with scores of potential risks. In the current marketplace, for example, we have seen construction costs rise by as much as 30% in one year, as the demand for materials and qualified tradespeople has vastly outstripped supply. "Estimated costs" cannot be relied upon absent actual construction drawings and binding contractor bids. The Statesman Journal estimated the costs at \$15 million. How fixed are these? What if it is \$18 million? With only \$2 million raised, it already puts even the construction phase in jeopardy.
- 2) A realistic operating budget for a project's maintenance and upkeep is needed. This component is often the bugaboo of responsible ownership, as corners are cut, and deferred maintenance slowly erodes the physical and mechanical systems.
- 3) There needs to be a carefully drafted business plan. We have seen nothing, whatsoever, explaining the proposed number of employees, their training, pay scale or benefits; its expected costs for maintenance or pitfalls like bedbug eradication. I am at a loss as to why no one has apparently raised this fundamental question in a public forum or why the City would consider approving a project that potentially triples their present size without even a cursory examination of the Mission's ability to create a stable and sustainable business plan. Perhaps one of the reasons for such slipshod planning is that UGM accepts no government funds for its work. Thus, it is not legally required to bear public scrutiny for its plans. But when it asks for this kind of public support, it cannot simply ask us to accept their ideas on faith.

If close scrutiny to this isn't given, and funds fall short, the City and its taxpayers may well bear the adverse consequences. This would be reminiscent of the Courthouse Square funding fiasco that many of us remember.

Prudence would suggest we must be absolutely clear on each of these three categories before any actual work begins. It is even more necessary, in this case, where the scope of the proposed project would make it the 2-3 times larger than the LARGEST men's homeless shelter in the state.

For reference, we have compiled a chart of the homeless shelters in Portland. Note two things: First, only two shelters have more than 150 beds; and both allow women or families. Remarkably, one of these is currently closed and the other is slated for closure in June. Second, the optimum size seems to be between 50 - 100 beds.

In Oregon, there is no precedent or justification for 300-500 beds in one mammoth location. Everyone else is talking about a maximum of about 100 beds and recommending dispersal of the population into multiple neighborhoods. Considering this fact and with the lack of detail in the crucial areas of costs and operations, the UGM proposal cannot be considered credible.

Since this issue came to me in December, I have learned a good deal more about homelessness. Paul Logan of NW Human Services and Jon Reeves of the Mid-Willamette Valley Community Action Agency have been my mentors. Paul summarized the issues well at the first homelessness task force meeting, chaired by Councilor Kaser, in February. There are only four:

- 1) Social service agencies like his are overwhelmed, underfunded and can do no more without additional resources.
- 2) Any plan, to be successful, must have business support.
- 3) The homeless who refuse to meet minimal standards of behavior bear some burden of responsibility for outcomes, though consequences may vary by individual circumstances.
- 4) The only proven regimen to address chronic homelessness is permanent or transitional housing with targeted social services.

He uses the term "chronic homelessness." That is the reality that is upon us now--not the situation where a person needs one or two days of services and then moves on. We also know that a large percentage of the chronically homeless population will never use the UGM shelter.

With that in mind I would offer a new thought and a strong recommendation. One thing Jon and Paul focused on is the need for the City itself to address what I will call a "Hygiene Center." Those of us who have been faced with the unenviable task of cleaning and sanitizing human waste on our doorsteps, stairwells and elevators understand this better than most. The City of Salem should find immediate funding to create this building that should include toilets, showers, a laundry facility and storage space for personal effects for both men and women.

The proposed UGM shelter site has ample space available for a stand-alone facility of this nature. With City funds and a small footprint on the UGM site's southern perimeter, this nettlesome issue could be addressed.

Downtown Salem is now at a crossroads and at risk. The toll on the downtown businesses is not just a material one; there is a palpable sense of hopelessness and foreboding that is also a

spiritual and psychological drain. Let's let downtown breathe again by supporting the UGM move to its preferred site. Not on faith, but with common sense and careful analysis. This means limiting the number of overnight beds to a level not to exceed 100. Let's see the City itself take a meaningful step by adding dollars and true leadership to the equation. Let's get the right people to the table, including the business community, and get down to brass tacks in building a broad consensus toward proven solutions.

Thank you for your attention and I would welcome any questions you may have.

Mayor Bennett, Council members,

I support these WS zone changes but I stand before you this evening because the staff report you are being asked to adopt makes claims regarding State Transportation Plan Goal 12 that are without supporting documentation or evidence. The report claims: "... the proposed zone changes ... satisfy state Transportation Planning Rule (TPR) requirements because they will reduce the overall daily and PM peak hour trip generation ..." That conclusion is based upon a memorandum prepared by DKS Consultants which fails to provide a worse case traffic analysis and, therefore, does not meet Goal 12 TPR requirements. Pgs 5, 8-9 of Attachment # 9

The DKS memorandum offers a range of contradictory claims. Actual acreage numbers change from the current zoned areas to the proposed zoned area without explanation. The WSCB area drops from 14.2 acres to 13.1 acres without explanation. The ESMU area increases in size from the current to the proposed zoning configuration.

Traffic generation numbers appear to be picked out the air. For example. In the ESMU zone medical office vehicle trips jump from 37 trips to 58 trips per thousand square feet of facility and apartment vehicle trip density increases from 7.6 to 10.1 trips per unit. In the WSBC area shopping the center data offer current trip generation is 42 trips per thousand square feet of retail space. In contrast, the new shopping center trip generation use 55 trips per thousand square feet of retail space. There is no AM peak trip analysis. Why?

Other anomalies are presented without explanation. For example, there is no discussion of the traffic impact from the craft industrial center to Wallace Road via 9th Street. In the WSBC current area residential units drop from 203 units to 174 units even though the new WSBC permits higher apartment density by permitting taller buildings. Indeed, the staff report states the new zones will increase population density and then claims vehicle trips will decline without providing supporting evidence.

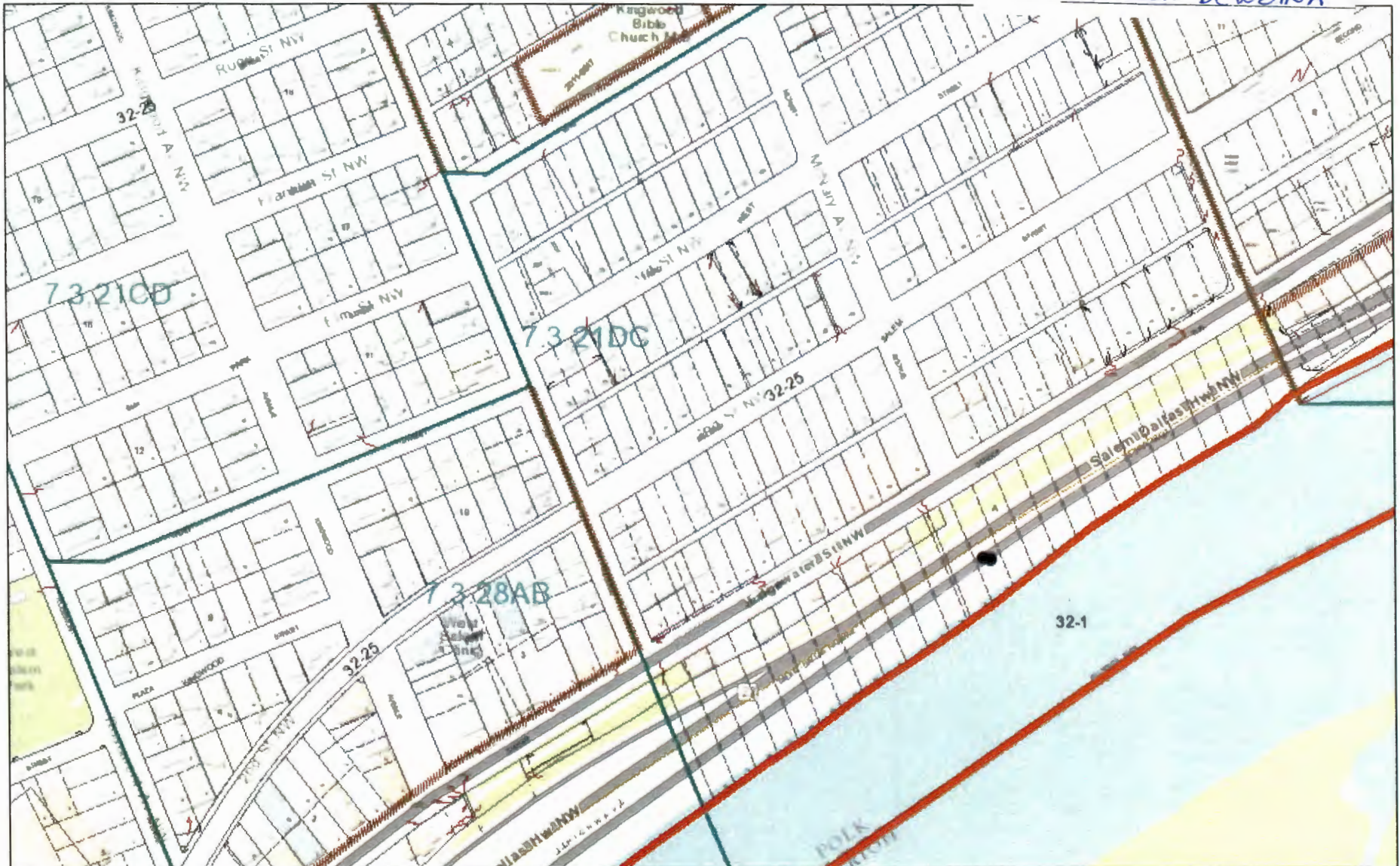
These issues were raised in writing before the Planning Commission but ignored by that body during their deliberation. I ask the council to review the DKS memo and consider the questions raised in the four page document I submitted earlier.

For this council to adopt a finding that these new zones will reduce overall West Salem vehicle traffic below current allowed zoning trip densities must be viewed as fantasy. There is simply not enough information in the DKS memorandum to support such a conclusion.

The staff report claim that traffic density will be reduced from the current zoning configuration has not been substantiated and, therefore, cannot be used to claim TPR requirements or SRC 265.010(d)(4) requirements will be met.

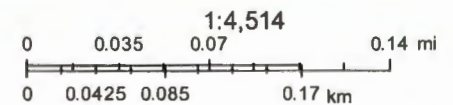
ArcGIS Web Map 2nd Street

Received At Council Meeting
 Meeting Date: 4/23/18
 Agenda Item: 4.a
 Received by: K. Larson
 From: Kathleen DeWoina



March 23, 2018

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|-------------------------|--------------------|-------------------|
| City Limits | Subdivision Arrows | Taxcode Arrows |
| Urban Growth Boundaries | Subdivisions | Taxmap Boundaries |
| Taxlots | Taxcodes | |











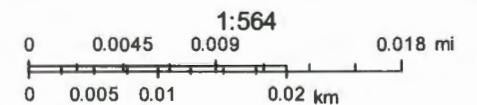
Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri

ArcGIS Web Map 2nd Street Lot Dimensions



March 23, 2018

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|---|--|---|
|  City Limits |  Subdivision Arrows |  Taxcode Arrows |
|  Urban Growth Boundaries |  Subdivisions |  Taxmap Boundaries |
|  Taxlots |  Taxcodes | |



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri

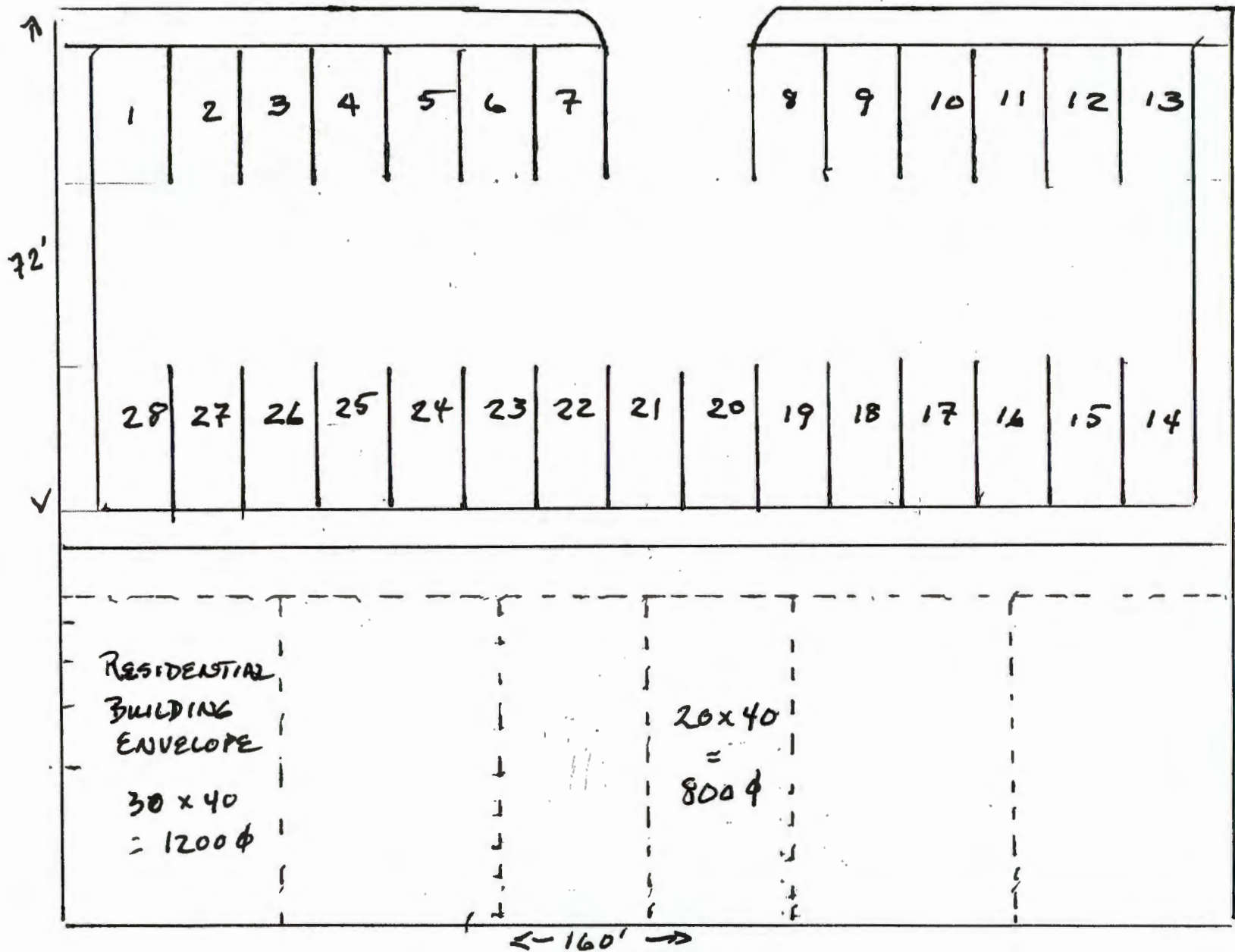
Polk County GIS

West Salem Zone Code Clean Up

Main Street Area: Edgewater Second Street: North side of Second Street		
	Edgewater Plan	Downtown Plan
Purpose	Transitional Area, Mixed Use to Residential Single	High Density Mixed Use Development
Use	Residential with Mixed Use as an Expansion of Home Occupations	Commercial Mixed Use with Residential over Commercial activity
Development Vision	Edgewater Study Drawings	Broadway High Example
Development path	<ul style="list-style-type: none"> • Max 35 ft tall structures • Lot coverage limits for green space and courtyards • Front Yard Set Backs • Rear Yard Set Backs • Alley Access for Parking 	<ul style="list-style-type: none"> • 50 ft tall structures • 100% Lot coverage • Buildings at sidewalk except for public space. • Zone-zone set back except for vehicle use areas • Vehicle use area accessed from alley • 50% lot frontage coverage minimum
Impact	Compatible transitional development. Similar height, building density and lower level traffic impact on alley.	High impact an adjacent neighborhood from height differential and probable high vehicular use of alley for commercial and residential activity.

Parking Controls the Shape of Re Development

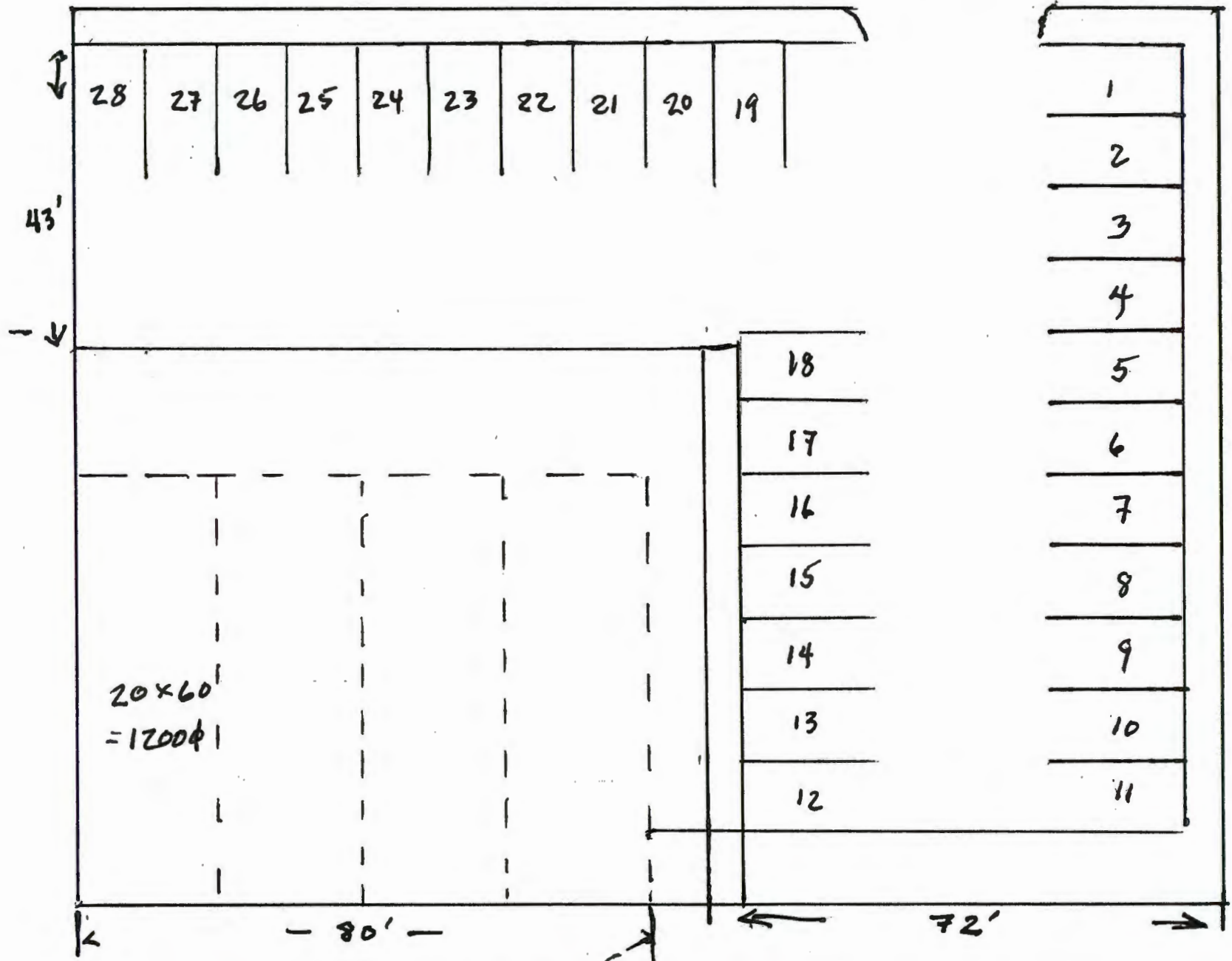
14' ALLEY



(11 lots)

SECOND STREET

14' ALLEY



(4 lots)

Parking Allocation

Assuming 28 parking spaces

Dwelling Units	Residential Parking Spaces		Residual Commercial Parking	
	1.5/ unit	2.0/unit		
4	6	8	22	20
6	9	12	19	16
8	12	16	16	12

Parking Supported Commercial Floor Area

Spaces	160' Frontage		160' Frontage		160' Frontage	
	Sq ft/space	Depth	Sq ft/space	Depth	Sq ft/space	Depth
	250		300		350	
22	5500	34.4	6600	41.3	7700	48.1
20	5000	31.3	6000	37.5	7000	43.8
19	4750	29.7	5700	35.6	6650	41.6
16	4000	25.0	4800	30.0	5600	35.0
12	3000	18.8	3600	22.5	4200	26.3

Parking Supported Commercial Floor Area

Spaces	80' Frontage		80' Frontage		80' Frontage	
	Sq ft/space	Depth	Sq ft/space	Depth	Sq ft/space	Depth
	250		300		350	
22	5500	68.8	6600	82.5	7700	96.3
20	5000	62.5	6000	75.0	7000	87.5
19	4750	59.4	5700	71.3	6650	83.1
16	4000	50.0	4800	60.0	5600	70.0
12	3000	37.5	3600	45.0	4200	52.5

Note: Parking space depth for 90 degree parking is 19 feet. Parking aisle width is 24 feet. Parking space width may vary from 8-10 feet. These examples assume 10 feet.

Observations

- The 14 feet wide Alley should be widened to 20-25 feet for two way rather than one way flow. Expanding the alley into the lots on Second Street further limit redevelopment opportunity.
- The 20 feet wide landscape buffer (claimed by staff to buffer impacts of high rise mixed-use development on abutting residential area) does not exist in the proposed ordinance.
- The zone-to-zone setback at the alley is negated for vehicle use areas.
- Parking spaces, number of dwelling units and type of commercial activity limit residual area for commercial space.
- Maximizing parking for both dwelling and commercial activities appeals to the broadest tenant base. Too little parking causes higher turnover and lower rents.
- If seeking to condominiumize, owner-occupancy for dwelling units, the residential component of the development must be no less than 75%, and commercial not more than 25% to qualify for Fannie/Freddie conventional financing.
- Mis-matching the development standards with development opportunities in the land leads at best to wasted opportunity and at worst to blight.

West Salem Zone Code Clean Up North Side of Second Street

- Does not fit Opportunities in the Land
- Is not attractive for Investment
- Does not support the Goals of the Urban Renewal District

Analysis of Implications of Non-Conforming Development

Conforming Development:

Principle Value:	\$200,000
Interest:	5%
Amortization:	30-year
Payment:	\$1073.60
Tax Rate:	.019
Tax	\$3800

Non-Conforming:		Change Value
Principle Value	\$200,000	\$146,314
Interest:	8%	
Amortization:	30-year	
Payment:	\$1467.50	\$1073.60
Call:	10-year	
Tax Rate:	.019	.019
Tax:	\$3800	\$2780

Testimony to the Salem City Council
Submitted by Linda Wallmark, 350 Salem OR Co-Coordinator
4734 Bradford Loop SE
Salem, OR 97302
April 23, 2018

At the last Council meeting on April 9, I came to ask you to make a statement supporting revision of Goal #7 of the Salem-Keizer Area Transportation Study (SKATS). That goal as currently stated is: "... to have a Regional Transportation System that is planned to minimize the impact to the natural and built environment." I asked the city, an important voice on the SKATS Board, to add the words, "... and reduce greenhouse gas emissions." At that time, SKATS was circulating a survey online seeking public input on their goals. I would like to share the results of that survey.

Table 1: Summary of Survey Results by Goal Statement

Goal	Agree with Current Statement	Revised Statement
1 – Accessibility	79	23
2 – Preservation	83	17
3 – Safety and Security	73	28
4 – Benefits & Burdens	75	26
5 – Efficiency	78	22
6 – Multimodal	71	28
7 – Environment	37	67
8 – Financially Achievable	78	18
9 – Vibrant Regional Economy	79	21
10 – Public Involvement	86	11

Out of the 10 SKATS goals, Goal #7 is the only one which received a greater number of comments seeking revision (67) versus agreement with the current statement (37). Of the 67 who want revision, 50 specifically asked for language addressing emissions reductions due to climate change. The message here is clear and serves to strengthen the message already demonstrated by the following actions:

1. Mayor Bennett has signed the Climate Mayors Pledge. That pledge includes these words:

“As 402 US Mayors representing 69 million Americans, we will adopt, honor, and uphold the commitments to the goals enshrined in the Paris Agreement. . . We will increase our effort to cut greenhouse gas emissions, create a clean energy economy, and stand for environmental justice.”

2. The City of Salem has undergone a rigorous Strategic Plan Process and adopted a Climate Action Plan which includes these words: “An ongoing, comprehensive, and robust program, partnerships, and commitment to support reduction of greenhouse gas emissions in our community . . .”

3. The State of Oregon has established voluntary greenhouse gas reduction targets for the Metropolitan Areas which includes Salem-Keizer. The Oregon Department of Transportation has designed a digital tool to assist metropolitan areas in this effort. They have offered SKATS use of this tool for years, with state staff assistance and at no cost. That offer has, to this point, been consistently rejected. We should take them up on their offer.

We have the tools we need right now to address carbon emissions from the transportation sector except one—the participation of SKATS. I ask tonight, as you vote, that you support a clear communication to SKATS that the city of Salem demands inclusion of a greenhouse gas reduction goal in our regional transportation plan. It’s consistent with our city strategic goals and it’s the right time to act.