

## QUESTIONNAIRE FOR PLANNING COMMISSION CANDIDATE

**CANDIDATE:** Ann Lovejoy

**PLEASE RESPOND IN WRITING BY:** Wednesday, February 5, 2020, at 5 p.m.

PLEASE SEND TO: Lynda Rose  
Assistant to Mayor Chuck Bennett  
VIA EMAIL: lrose@cityofsalem.net  
OR VIA FAX: 503-588-6354

1. Please explain your understanding of the role and responsibilities of the Planning Commission.

*The source of my understanding is solely the code: Sec. 6.040. - Powers and duties.*

2. What skills, knowledge and perspectives do you possess that will enable you to be an effective member of the Commission?

*The municipality is not simply a collection of houses and buildings, services, streets and sewers – it's mission, purpose and value is to be a safe, healthy, economically viable system where people can live with an equitable, high quality of life.*

My work history includes years of experience leading or facilitating corporate strategic planning sessions and implementation; and I have performed as a system-wide consultant for LEAN system design. This career required strong team skills, listening, facilitation, and ability to synthesize across wide domains of input. My M.B.A. (2001) included sociological-economic-technological research and system design courses. I've worked for Fortune 100 companies and for wide, geographically distributed healthcare systems. These experiences simulate the breadth of a municipal planning commission since the same risks apply. What causes a large system to fail is traceable to inputs such as people, processes, materials, technology, environment, economics, legal systems, politics, etc.

I'm adaptable and know how to learn rapidly.

3. One of the most common application types you will hear at the Planning Commission is a Comprehensive Plan Change and Zone Change, where an applicant wants to change their zoning to facilitate a development proposal. What is your perspective regarding responding to the current market versus maintaining a long term vision?

*There are usually several key criteria in decision-making that a commission agrees on in advance. These are weighted. The criteria assure continuity in decision making which supports consistent outcomes over years.*

*A good long term vision should contain governing principles which are over-weighted in the criteria compared to benefit criteria in development proposals. If they are in conflict, there is a rationale for modification, approval or disapproval.*

4. What are some examples of how you believe Salem has done a good job of land use and transportation planning? What are some areas for improvement?

*I moved here because the city seemed clean, walkable, and safe. My following comments are suggestions for improvement from a solid foundation.*

*I'm certain that systemic thinking, decision-making and project management infrastructure are in place. This enables action. As an example: The Housing first code changes, public outreach, and thoughtfulness are excellent. See project information <https://www.cityofsalem.net/CityDocuments/revise-multifamily-housing-design-code-amendment-2020-01-02.pdf>*

**Traffic congestion:** *transportation via the bus system is generally good, and the shuttles for seniors are good. I am curious: has light rail to Portland has been considered? Has the aviation master-plan been integrated with the surface planning in the commission's strategic criteria? The reason I ask: after arriving at the airport via Groome (or a plane) – catching a city bus requires walking to a stop 15 minutes away from the airport terminal. This is not helpful for wine-country tourists and elderly folk. Although the Uber/Lyft/Taxi systems provide access, a potential "customer" of Salem services needs to have an account.*

*The 12<sup>th</sup> street terminations and one-way streets are not intuitive. Drivers unfamiliar with the patterns are at risk of accidents.*

**Public and private buildings and works, streets, parks, grounds, vacant lots and plans consistent with future growth and development:** *There are a lot of nice parks. There doesn't appear to be a greenspace and greenway strategy to link parks for recreation, tourism, neighborhood focal-points and quality of life.*

Note: The risk that homeless folks might camp in a greenway should not deter planning. The homeless problem needs to be solved as a priority, separately, since nearly all code categories are impacted.

*The bike trails are death traps. Bike lanes drop into busy non-marked high traffic intersections or to stretches of high volume traffic with no protection for human beings on a bike. Workers who commute to state jobs via bicycle have to dodge through alleyways to stay safer on a daily basis. We are on the Willamette River – there could be better access to a dedicated greenway that could be harmonious for riders, joggers and walkers while providing access to the city's businesses.*

**Betterment of housing, sanitation and establishment of zones:** *Housing in south Salem seems to be growing rapidly and I'm unclear if human factors and flow are well-integrated with transportation planning, sewage, water access, greenspace integration, education and health services. (See Our-Salem comment below.)*

*Many jobs are low-paying and/or are seasonal. Truly affordable housing is limited. Car expenses and parking are expensive AND alternatives such as bicycle are problematic.*

**Regarding industrial and economic needs of the community:** *The commercial areas appear to be scattered. I'm unclear if there is a strategy for centers of excellence or ways that clusters (co-located) businesses support each other for efficiency and effectiveness. Clusters help transportation planning, service planning, customer and employee access as well.*

**Citizen involvement:** *Salem's boards and commissions provide input. Many other cities also do more outreach to broader audiences. Wide scale town-halls work elsewhere. Citizens are given information and criteria to provide informed input in a systematic manner.*

*For example, Our-Salem presentations allowed very limited input. Ordinary citizens were told to go to the web ArcGIS screen in English or Spanish. First, that tool is complex to use even by tech-savvy people. Second, full functionality was not enabled: I could not use it to draw greenways – it only allowed us to put a "pin" into a spatial dot. Design was tedious. So only vague preference was enabled, which isn't very democratic. There are a lot of smart people in Salem, allowing input might net better, more innovative and future-proof ideas!*