

An aerial topographic map of a region, likely a watershed, showing a dense network of rivers and streams. The terrain is shaded in various shades of green and brown, indicating elevation changes. The text is overlaid on the upper portion of the map.

# Salem-Gateway Asset-Based Community Development

The Center for Public Interest Design

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**Center for  
Public Interest  
Design**

The Center for Public Interest Design (CPID) is a research [+action] center at Portland State University (PSU) that aims to investigate, promote, and engage in inclusive design practices that address the growing needs of under-served communities worldwide. Through research and design, fieldwork, and public outreach, we promote a mode of practice that is socially conscious, environmentally sustainable, and economically accessible to all.

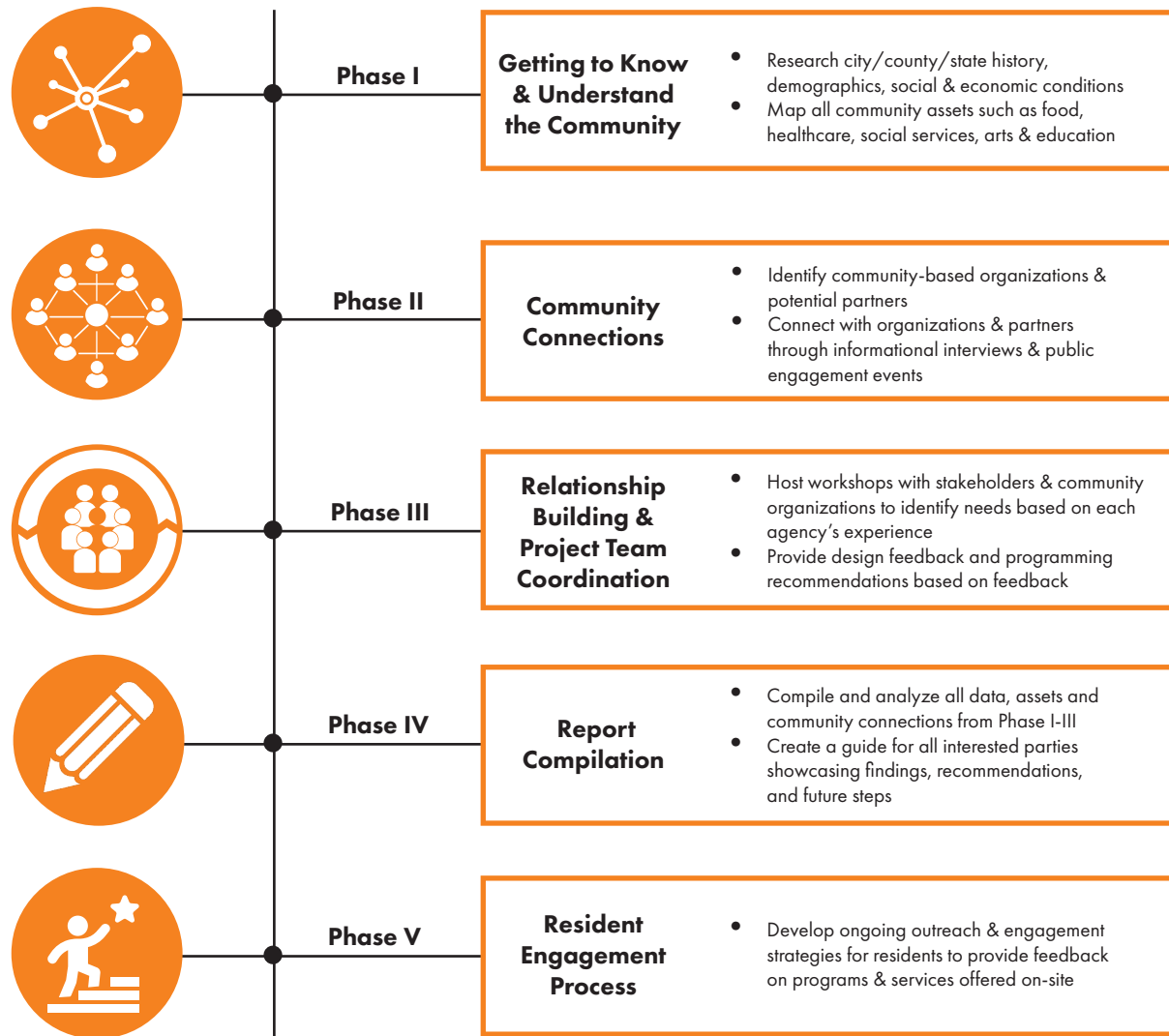
## Letter from John Miller

When I was a boy, my dad would take me into the North Santiam Canyon woods and show me how to use a compass and hand level to better navigate and understand the forests that he had bought and replanted after coming home from World War II. I used those tools to map trees and other natural features in Woodscape and sometimes use them today despite the great strides in GPS and surveying. Dad once took me to a site where he was using a horse-drawn thinning crew to minimize disturbance near a stream that flowed to a hidden waterfall that our family would visit on our way to a swimming hole on the North Santiam River. So, my stewardship roots run deep, especially regarding trees which is one of the common threads that bind me to Community Development Partners' (CDP) design approach to Gateway in preserving the group of stately Oregon white oak adjacent to the future senior building. Our native oaks are my favorites, and our nearby Mahonia Nursery is a leader in oak rescue and savannah restoration.

In the years since completing my degrees at Stanford, I acquired my family members' interests. I began creating a master plan for the property which now includes single and multi-family homes, a "new" Pringle Elementary School, wetlands, the Mahonia Nursery, and the future Gateway property. We at Wildwood Inc. have fought to protect trees, created bios-wales, and preserved water quality and wetland features. Although I had training, advice, and tools, I began with a blank slate and have used nature as my guide through the past 30 years of planning and development of the Woodscape community. As a result, the value of this community has been enhanced, even if it has taken years to be seen. I had saved this 15-acre Gateway site for senior and/or affordable housing but began to realize that I did not have the expertise, resources, or time to do the site justice, so I began to search for someone who did. After several years of looking, I found Eric Paine and CDP, who I soon realized was a great match with their community values, proven abilities, and environmental stewardship, all woven into a great design approach. Working with Eric's design team and Sergio Palleroni's team at CPID, I see visionaries that make me realize that this special place is in the right hands.

*John D. Miller*

John Miller



# Asset-Based Community Development

Asset-Based Community Development (ABCD) is a new model of development that challenges the top-down approach of the old needs-based development, where outside organizations step in on 'behalf' of the community (Boyd et al. 2008). The ABCD process offers a sustainable model of development, one that prioritizes a grassroots, bottom-up approach of empowering, inclusive and transformative change to communities. The traditional, needs-based model of community development, specifically in the context of affordable housing, has perpetuated a narrative of "criminality" that is problematic in identity-making for individuals who rely on the affordable housing system (Kretzmann and McKnight 1996). Not only does this model present a problematic view of affordable housing and its residents, it further disenfranchises those who already live on the fringes of society. Rather than seeking to empower the communities themselves, the needs-based development model relies on outsiders to come in and solve these issues, creating a client-neighborhood where "lower-income neighborhoods are now environments of service where behaviors are affected because residents come to believe that their well-being depends upon being a

client" (Kretzmann and McKnight 1996, 23). Essentially residents become dependent on this client-type relationship rather than being empowered to create a collective identity and work together.

ABCD is, by contrast, a capacity-focused model that forges the "development of policies and activities based on capacities, skills and assets, of lower-income people and their neighborhoods" (Kretzmann and McKnight 1996, 25). The ABCD approach seeks to identify the already-existing skills, services, and assets that exist at the local level and mobilize them to better serve the community as a whole. The process involves taking inventory by physically mapping out these assets and opportunities and interviewing key stakeholders to identify individuals and organizations already doing the work to serve and mobilize the community. This model stimulates the local economy and empowers marginalized community members by transforming the 'client/recipient' into a 'contributor' (ibid). ABCD emphasizes relationship-building, which is the key to increasing social capital within the community and generating linkages between the micro with the macro (ABCD Toolkit).

# A Community for All Ages

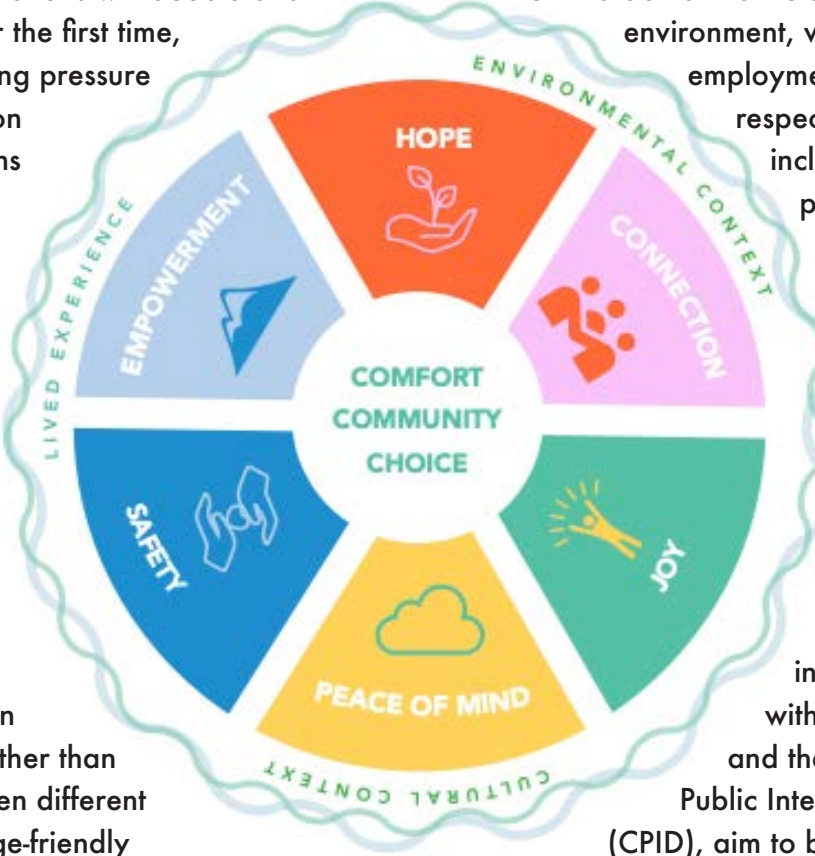
**“When I worked with Alan at Portland State University on CFAA, it was really important that people did not have to worry about moving as their abilities changed - i.e. having housing adapt with your needs.”**

- Sally Cook,  
Salem City Council Member

The age-friendly or community for all ages (CFAA) movement directly responds to the rapidly aging population and the idea that communities can share increased longevity through a collective identity while also successfully aging in place. By 2047, the World Health Organization (WHO) predicts that the older populations will double and exceed children for the first time, placing an increasing pressure and responsibility on younger generations in terms of elder care and financial responsibility, referring to this as intergenerational interdependence. The community for all ages acts as a solution by creating a society inclusive of all ages, where members interact on shared interests, rather than fragmenting between different age groups. The age-friendly movement highlights the fostering of social connectivity as a determinant of well-being and increased longevity.

The CFAA approach to communities

highlights three livability domains that define a community for all ages. The first is the physical environment, which includes housing, transportation, and buildings. The second domain is the service environment, encompassing health services, community services, and communication & information. The third domain is the social environment, which includes employment & economy, respect & social inclusion, social participation, and volunteering & civic participation. Using this approach and framework, Community Development Partners (CDP), in collaboration with engAGE NW and the Center for Public Interest Design (CPID), aim to build the Salem-Gateway development as a thriving community for all ages where programming and amenities meet the needs of the residents and reach across multiple generations.



# Executive Summary

The Salem-Gateway project, developed by Community Development Partners (CDP), will address the community's need for high-quality, affordable housing. The project aspires to support an intergenerational community for all ages (CFAA) and an intercultural community. The project will be a hub for residents and the broader Salem-Gateway community by providing a large community center with robust programming. The abundant green space provides outdoor amenities and recreational opportunities at the heart of the site, echoing a Central Park sentiment to be enjoyed by residents and surrounding neighbors.

As an initiative of the Center for Public Interest Design (CPID), this report aims to support and inform the development of this intergenerational, affordable housing community. The role of the CPID is to identify community assets using the ABCD model, conduct community outreach and engagement, and provide design and programming feedback based on the outreach process. The desired outcome of this work is to encourage a more robust community-building strategy and provide a more sustainable, community-oriented approach to design and programming while leveraging the already-existing infrastructure and assets in the Salem-Gateway community.

## The Process

Employing the ABCD approach to community development, the CPID identified various organizations, amenities, and service providers within the city and county. Community resources relating to food, health, arts, and education were of particular interest, in addition, support systems and equity recommendations for BIPOC (Black, Indigenous, and People of Color) communities in the county. After identifying these assets, the CPID mapped them around the site based on accessibility by car, public transportation, walking, and biking. The CPID identified critical organizations with potential interest in partnering with the development to fill gaps within the community. The CPID contacted these organizations to understand further their available services as well as programming and design needs. These conversations were based on a potential collaboration to bring these services directly on-site to serve residents and the surrounding neighborhood.

## Key Findings

The overarching themes of inclusion, community, and access to green space rose to the forefront throughout the research and engagement process. The location of the future development is referred to by the surrounding

community as "John's Free Forest" as it is a large green area with trails frequently used for dog walking, running, adventures with kids, and nature walks. Historically, John Miller has used the site to protect the 300+ year-old white oak. The main concerns and interests from the surrounding neighbors and community are maintaining the green space for public use and preserving the white oaks. The current site design plans to incorporate abundant green spaces will help address these concerns and ensure that the broader community will still have access to this area.

The large, on-site community center will provide a central gathering space for residents and surrounding community members to come together. On-site programming catered to building relationships beyond the confines of the development will foster a thriving community. Early relationship-building with local organizations allowed for the design and planning of on-site meeting and classroom spaces, including a community kitchen and other multi-use indoor and outdoor areas, for successful program integration. An outdoor plaza will act as an extension of the community center and provide more space and flexibility for programming. The plaza offers space for a potential on-site Farmer's Market that will address the limited access to fresh foods in the area brought up several times in interviews with neighbors and

surrounding organizations. Furthermore, multi-use spaces throughout the site will encourage intergenerational relationship-building where residents of all ages and backgrounds can come together and develop a sense of place and community.

## Importance of Community Engagement

Due to the COVID-19 pandemic, the CPID team relied on virtual interviews with community representatives and gatekeepers in Marion County. Once residents move in, outreach regarding on-site programming will be essential to ensure that needs are met—likewise, a resident engagement event to instill community-building amongst residents of all ages.

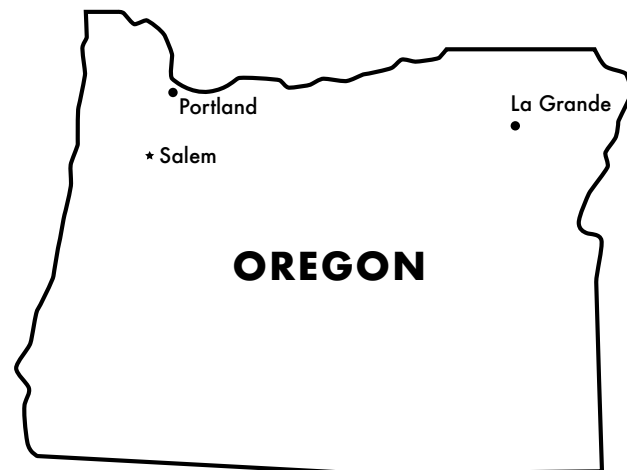
**Context**

# Salem

Salem is the capital city of Oregon and located in the heart of the Willamette Valley. Salem is the second-largest city in Oregon, following Portland with an estimated population of 177,803.

A Methodist mission established by Jason Lee in 1841 near the Kalapuya village of Chikiti, later became the site of a town he named Chemeketa. In 1846, the city was renamed Salem from the Arabic word "salam," which means "peace." Salem was designated the seat of Marion County in 1849.

To the south are the Salem Hills, formerly known as the Red Hills, and north is the city of Keizer. The Willamette River defined Salem's western boundary until West Salem was incorporated in 1949. The East tapers into farmland after the I-5 corridor. Salem is home to the oldest farmers' market in Oregon as well as several music groups, a minor league baseball team, and the Oregon State Fair (celebrated at the same location in Northeast Salem since 1862).



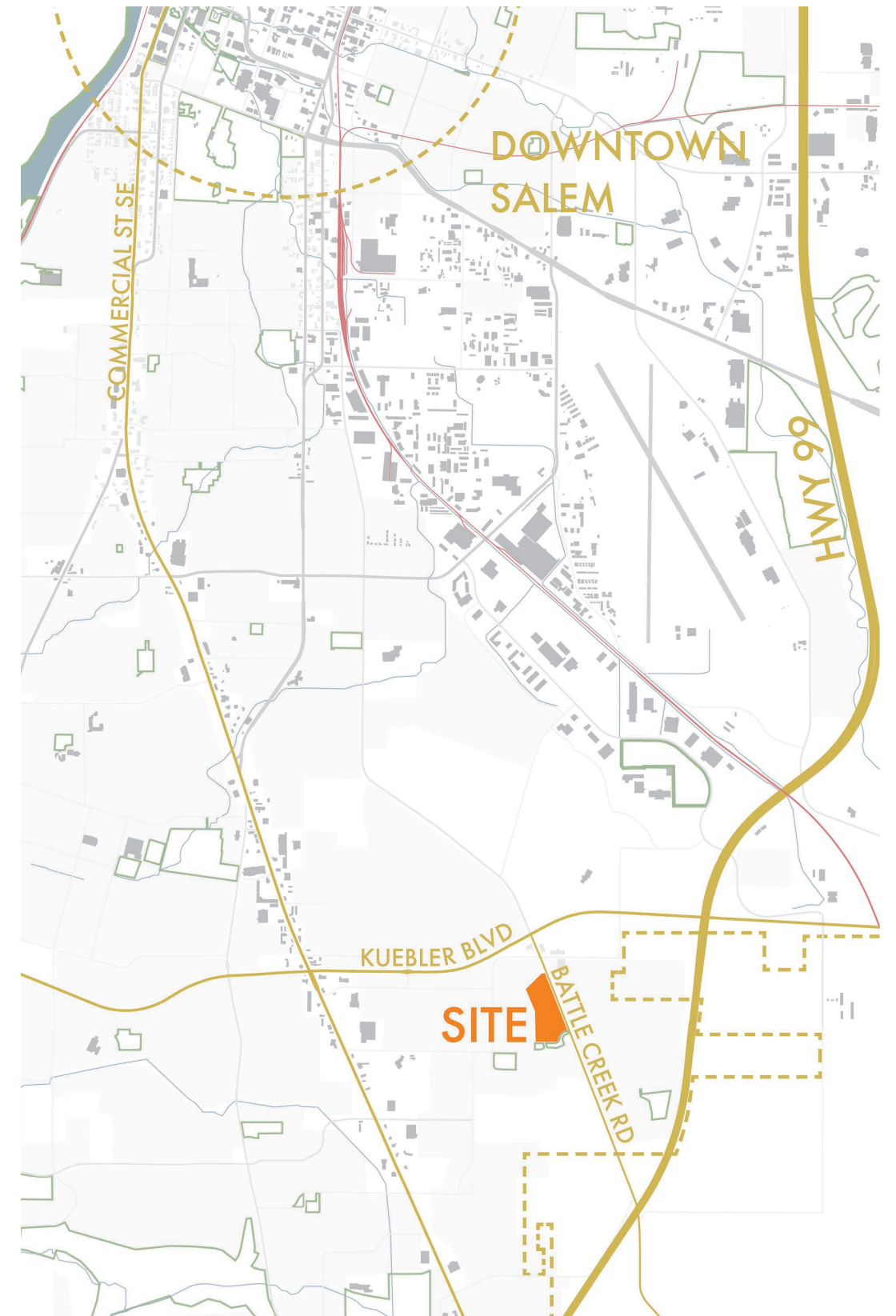
Aerial View, City of Salem



Salem Capitol Building



Silver Falls Marion County, OR





# Land Genealogy

## Pre-Contact Era

The region now known as Marion County and Salem is the traditional homelands of the Central Kalapuyan Tribes. The Kalapuyan people have inhabited the area for more than 10,000 years. While they lived throughout the Willamette Valley, each band or tribe operated relatively autonomous villages throughout the region. They relied on seasonal migration between permanent settlements to more minimal shelters. The acorns from the white oak trees are of great significance to Kalapuyan tribes, but not for their main substance qualities (like many other tribes) but rather to be ground down into a meal cooked with deer blood.

## Contact Era

European expansion into the region brought deadly disease to the Indigenous populations, decimating their population numbers. By the time Lewis and Clark arrived during their expedition, only about 11 villages remained. The Fur Trade, the establishment of ports, and the Oregon Trail, further displaced Indigenous peoples in the Willamette Valley. A massacre in 1855 by Yakima tribes on colonial settlements created a culture of fear towards Native Americans, which spread throughout the Willamette Valley, thus justifying the

seizure of their traditional lands and relocation to the Grande Ronde Reservation in 1856. Molala Kate Chantel, also known as “Molala Kate,” was one of the last Molallan-speakers in the region and was a liaison between anthropologists and the tribes. The daughter of Chief Yelkus (Kil-ke), her father signed the treaty that formerly moved the Molala tribe to the Grande Ronde Reservation. Molala Kate lived on different reservations in the region throughout her lifetime and is well-respected among both Indigenous and Euro-American groups. A census conducted on the Grand Ronde Reservation in 1856 reported a population of 344.

## The Willamette Valley Treaty

By the mid-19th century, at least 20 tribes were still living in the Willamette Valley, including bands of the Kalapuyan peoples, bands of the Molala, and bands of the Chinook tribes. For over 14,000 years, this land provided hunting, fishing, and resources for everyday life. However, once the Euro-American colonizers moved into the region and saw how rich the land was, efforts to remove Indigenous populations began. The Superintendent of Indian Affairs for Oregon cleared the land titles for “American” settlement. The first attempt to remove Native Americans was unsuccessful as the

Superintendent attempted to relocate the Willamette Valley tribes to Eastern Oregon. But, both the tribes in Eastern Oregon and the Willamette Valley expressed their opposition. During five days of negotiation between the Willamette Valley tribe leaders and the Indian Affairs agency, the Native Americans expressed their right to their homeland and successfully defended their right to stay. Ultimately, the Indian Affairs agency was forced to include a reservation on the Kalapuyan tribe’s traditional homeland. Additional treaties with the Santiam, the Luckamiute, Molala, Tualatin, and Clackamas, decided where temporary reservations were to be located in the Willamette Valley once Congress ratified the treaties. However, none were ever ratified out of the 18 different treaties sent to Congress. Colonizers in the Willamette Valley region took advantage of this and complained they did not wish to live among people they deemed “savages” and “thieves.” Once again, the Indian Affairs agency worked to convince the Willamette Valley tribes to move East but was again met with refusal. Instead, they negotiated to let the tribes stay on temporary reservations in the valley until the permanent reservation on the coast was complete. The events led to the Willamette Valley Treaty (to be negotiated on January 22, 1855). Under this treaty, the tribes would confederate and relocate to temporary reservations throughout the



Costume of Kalapuyan, 1841



Ancestral Territories Map

valley. But, by December 1855, a war between the tribes and the colonizers broke out, leading to the forcible removal of the tribes to a permanent reservation - the Grand Ronde Valley. The following year, tribes were "marched" to the new reservation along the "trail of tears."

### Life Today

As the Fur Trade took off, the Willamette Valley became a hub of economic development and Euro-American expansion. The Oregon Trail brought thousands of colonizers to the region, citing 'manifest destiny' as their call. However, as more and more came into the Valley, the presence of Indigenous peoples was disrupted and even actively erased. Today, many original inhabitants live on reservations far from their traditional homelands. Recently, we have begun to see a shift to rectify this past, but there is still a long way to go.

In 1870, the U.S. government authorized an Indian school - The Chemawa Indian School. The purpose of the school was and is to "integrate the Indian population into general society through education." The school's original purpose was to assimilate Native American children into Western society, even by force. Initially, the school's location was

in Forest Grove until 1885, when it moved to Salem in need of a larger site. The Chemawa Indian School serves Native Americans from the Pacific Northwest Region and tribes from across the American West and Midwest, with a specific program geared towards Navajo members. Today, the school is still in operation and is now the oldest, continuously operating boarding school for Native American students. Sadly, the Chemawa Indian School is not isolated from the recently publicized controversy on child deaths at Indian boarding schools across the United States and Canada. Three students have suddenly died over the past few years while attending Chemawa Indian School. The investigations into their deaths were vague, leaving their families with more questions than answers, ultimately perpetuating the national narrative of disregard and lack of attentiveness when investigating anything around Native American communities.



Chemawa Indian School



Historic Downtown Salem, State Street



Downtown Salem, 1976



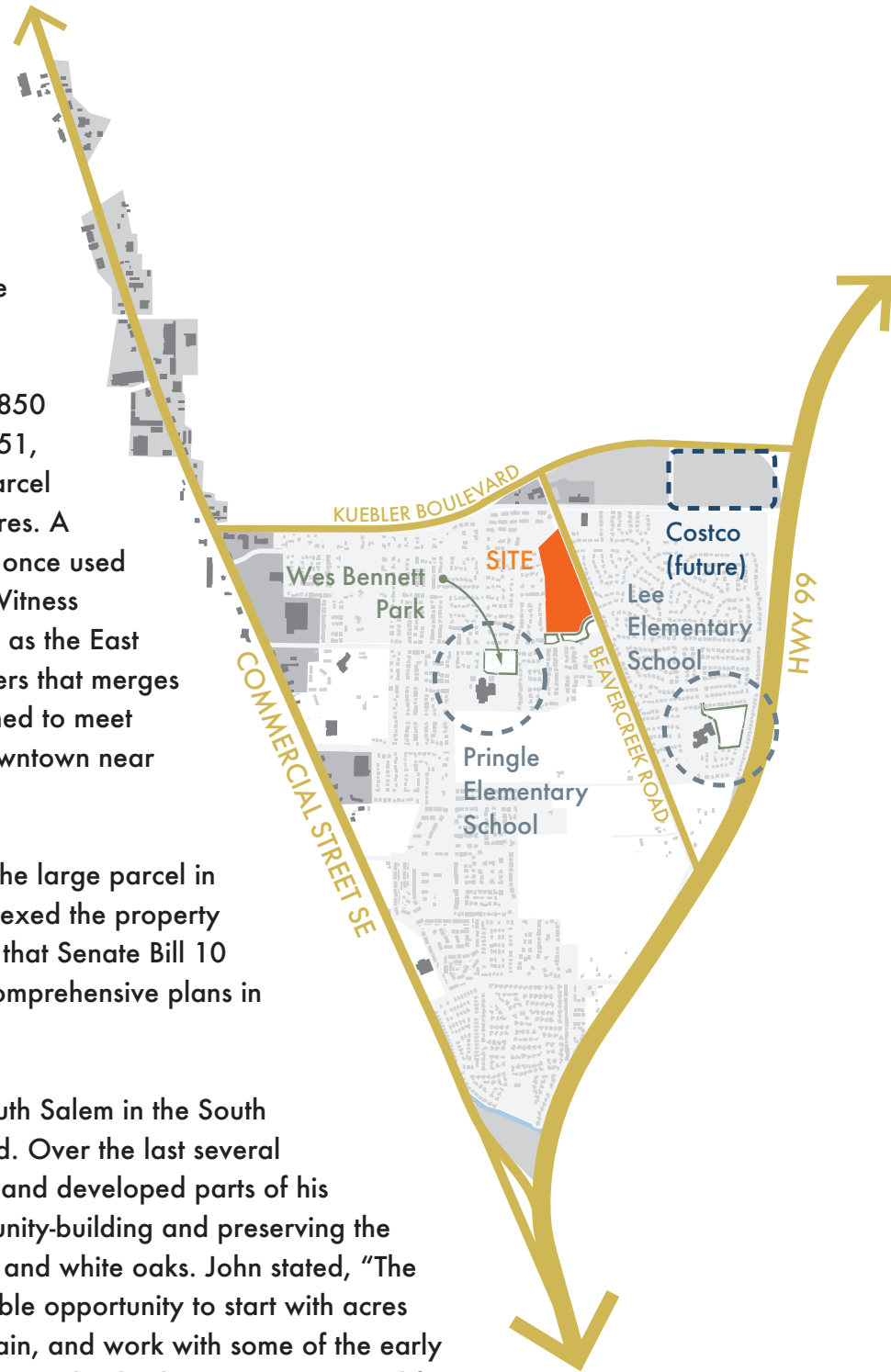
Downtown Salem Today

# Site

The place that the Gateway community will call home has deep roots in history, land use planning, and personal values. Settled by the Pringle family around 1850 and first surveyed in 1851, the original 175-acre parcel has extraordinary features. A 300+ year-old oak tree once used by early settlers as a "Witness Tree" still stands as well as the East Pringle Creek Headwaters that merges with Gateway's watershed to meet the Willamette River downtown near Riverfront Park.

John's family acquired the large parcel in the mid-1960's and annexed the property in 1969, the same year that Senate Bill 10 was passed requiring comprehensive plans in Oregon.

The site is located in South Salem in the South Gateway Neighborhood. Over the last several decades, John has sold and developed parts of his land, prioritizing community-building and preserving the wetlands, native plants, and white oaks. John stated, "The site has been an incredible opportunity to start with acres of trees, fields, and terrain, and work with some of the early land-use pioneers in Oregon, back when trees were used for mills instead of trees used for people."



West End Looking East towards Future Teal St Extension



Site - East End Looking NW towards Battlecreek Rd



Site - Center of Site Looking North

The neighborhood consists primarily of single-family, residential homes with a very active Homeowners Association (HOA). The site abuts Battlecreek Road SE – the main thoroughfare for this neighborhood – with cross streets at Teal Drive SE and Salal Street SE running through the heart of the site. Described by neighbors and local organizations as a "service desert," the neighborhood lacks immediate access to food and service amenities. There are two elementary schools, a local park, and a middle school near the site. Battlecreek Rd is the main road used, but transit options are limited, with only one stop located one block away from the site.

The existing Woodscape Community will benefit from and contribute to Gateway's success. To the west and south, the "new" Pringle Elementary School and adjacent City Park will create a new, 5-acre natural area/wetland adjacent to the school as part of the recently approved 63-acre Headwaters residential project. This will complement the existing Woodscape linear park bounding Gateway's site on the south. The "old" Pringle School site to the north of Boone Road will be renovated to provide award-winning offices and business community support for Gateway residents and, hopefully, a great family restaurant.

# Demographics

# Demographic Data

The following information reflects demographic information for Salem, including race, housing, and economic data. All demographic data provided came from the U.S. Census Bureau, American Community Survey for 2019, the City of Salem, and the Portland State University Center for Population Research.

## Race and Ethnicity

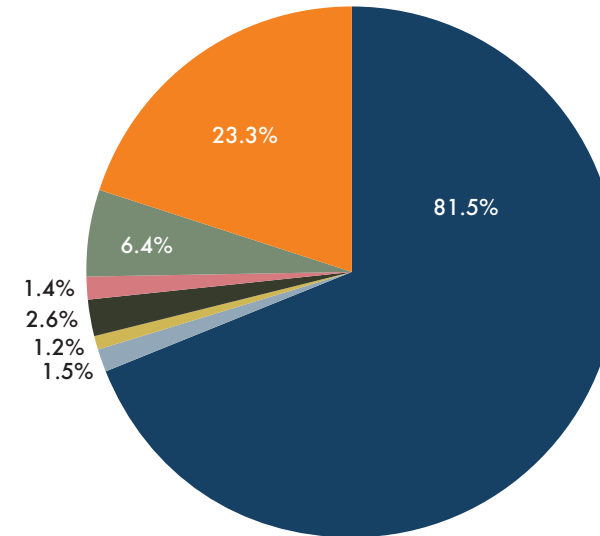
Oregon was adopted into the union with a series of Black exclusionary laws and practices. While established as a territory without slavery, slave-holding settlers had a three-year grace period for removing their enslaved prisoners from the territory after establishing their farms and holdings in Oregon. This policy effectively legalized slavery for three years in Oregon. After this period, any Black resident of Oregon would be free but forced to leave the territory under threat of punishment. When the United States annexed Oregon, it was the only "free state" to have a law explicitly excluding Black Americans from living in the state. Though these Black exclusionary laws, which banned Black people from residency, landholding, voting, and accessing the legal system, were not widely enforced, they met their desired effect of deterring Black people from settling in Oregon. Throughout the late 19th and early 20th century, Blacks and Asians, specifically Chinese, were brought to the state in small

capacities as specialized laborers. Though Black people began to settle in Oregon during this time, segregation and racial discrimination were formalized into law, preventing the accumulation of wealth and power. Court rulings upheld racial segregation in the public sphere. Redlining and restrictive covenants were effective real estate practices that segregated Black residents to certain parts of cities. By the 1920's, Oregon had a reputation for being a hostile and dangerous place for Black folks to live, with the largest Ku Klux Klan (KKK) presence west of the Mississippi River. The KKK held significant political and cultural influence, primarily targeting Oregon's Jewish, Catholic, and Black people.

During the second half of the 1800's, Oregon was home to the second-largest Chinese population in the United States. This was primarily due to Chinese laborers brought in to expand the railways in the region and the presence of gold in Eastern and Southern Oregon. However, once the railroads were complete and specialized labor depleted, Chinese immigrants flooded to the Portland area, increasing anti-Chinese sentiment in Oregon. A short-lived economic depression caused anti-Chinese sentiment to increase, resulting in violent attacks and attitudes towards Chinese immigrants who were blamed for taking jobs away from White Americans. Negative attitudes towards the Chinese

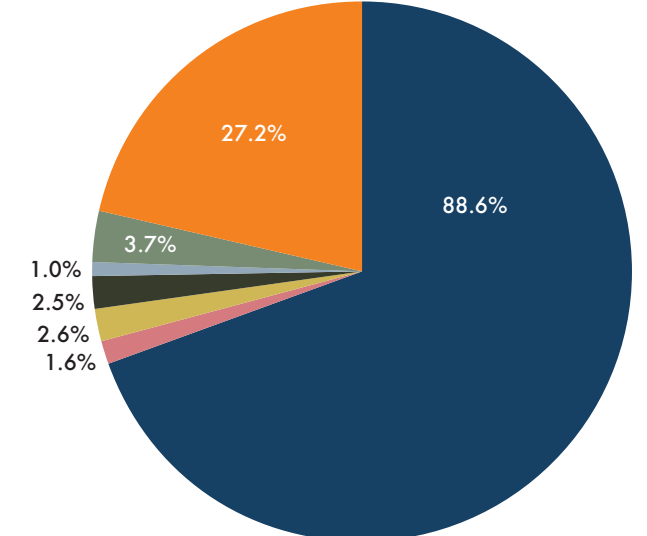
## SALEM

**175,535**  
persons



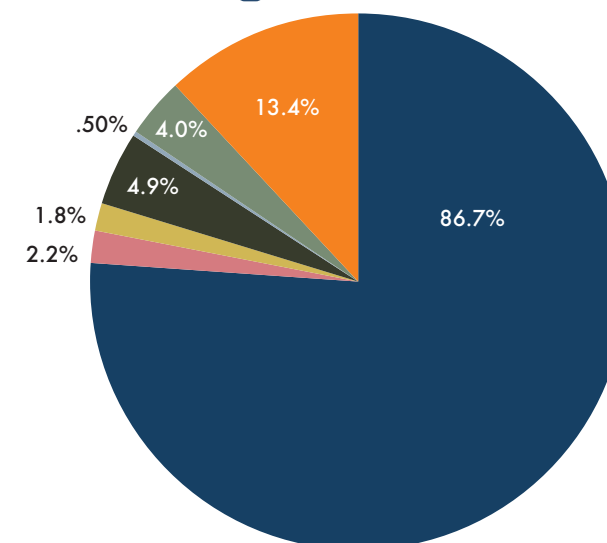
## MARION COUNTY

**345,920**  
persons



## OREGON

**4,246,155**  
persons



- WHITE ALONE
- HISPANIC OR LATINO
- TWO OR MORE RACES, OTHER
- NATIVE HAWAIIAN/PACIFIC ISLANDER ALONE
- ASIAN ALONE
- AMERICAN INDIAN/ALASKA NATIVE ALONE
- BLACK/AFRICAN-AMERICAN ALONE

community resulted in the Oregon Constitution denying American citizenship to the Chinese. Eventually, the state Congress enacted the Chinese Exclusion Act in 1882, marking the first time in U.S. history that citizenship was denied to a specific nationality. When Japanese immigrants later came to the region to take the place of Chinese labor, similar sentiments and racism towards the Japanese emerged. Geopolitics and World War II further ignited anti-Japanese and anti-Asian attitudes in Oregon.

The effects of white supremacy and exclusion in Oregon, coupled with the violent displacement and near extermination of the Indigenous populations, can still be felt today in the demographic make-up of the state. Today, Asian -Americans, specifically elders, experience the highest poverty rates in Oregon, followed by Black and LatinX. Black people make up only 2.2% of the current state population and the Indigenous people, who have lived on the land that is now Oregon for thousands of years, only make up 1.8%. At 75.1%, Oregon has a higher proportion of White residents than the United States as a whole, at 60.6%. Salem is even higher than the state's proportion, as 81.5% of the population self-identified as 'White,' while only 1.4% identify as Black and 1.5% Indigenous. However, Hispanics or Latinos make up 23.3% of Salem's population.

### Language

77.9% of Salem residents speak only English, while 22.03% speak other languages. 17.1% of the population speaks Spanish, making it the most spoken language after English in the city. The percentage of Spanish-speaking residents is higher among younger age groups, with 24.8% of residents under 18 years old, 17.9% between 18 and 64, and 4.2% ages 65 and older. Fewer than 5% of the population speak other languages than English or Spanish.

### Poverty

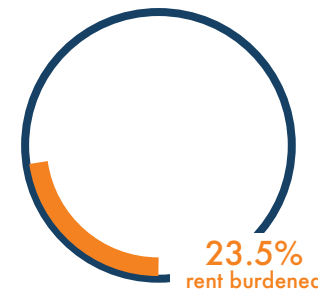
The poverty rate in Salem is at 15.5%, which is higher than the state average of 11.4%. Of that, those self-identifying as 'Islander' experience the highest rates of poverty at 44.3%, followed by 'Black' (27.8%), 'Native' (26.4%), 'Hispanic' (24.5%), and Asian (16%). Those who identify as 'White' experience poverty rates (11.1%) below the Salem poverty rate. These trends indicate the importance of prioritizing outreach to Black, Indigenous, and LatinX communities during the lease-up process and site operations.

### Housing

The rental vacancy rate for Salem is 5.9%, which is slightly higher than the county as a whole, with a rental vacancy rate of 5.7%. Both Salem and Marion County have higher rental vacancy rates than the state average at 4%, which indicates that while Salem has a low availability of rental units, Salem's housing

market still has more than the county and state average. Oregon considers someone 'rent-burdened' if they spend over one-third of their income on housing. For Salem, 23.5% of the population is rent-burdened, highlighting that almost one-quarter of the population is spending above the recommended amount on housing costs, leaving them vulnerable to housing instability.

## MARION COUNTY HOUSING

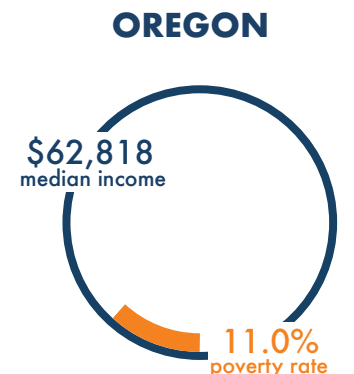
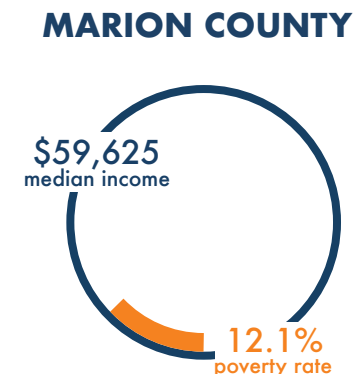
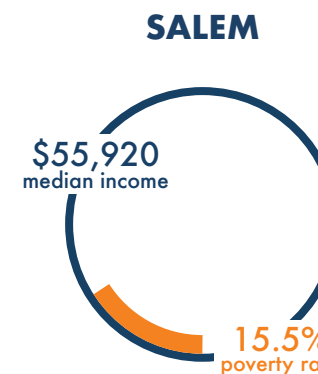


**1 in 4**  
renters are paying more than 50% of their income on rent



**5 in 7**  
extremely low-income renters are paying more than 50% of their income on rent

## INCOME AND POVERTY



# Asset Mapping

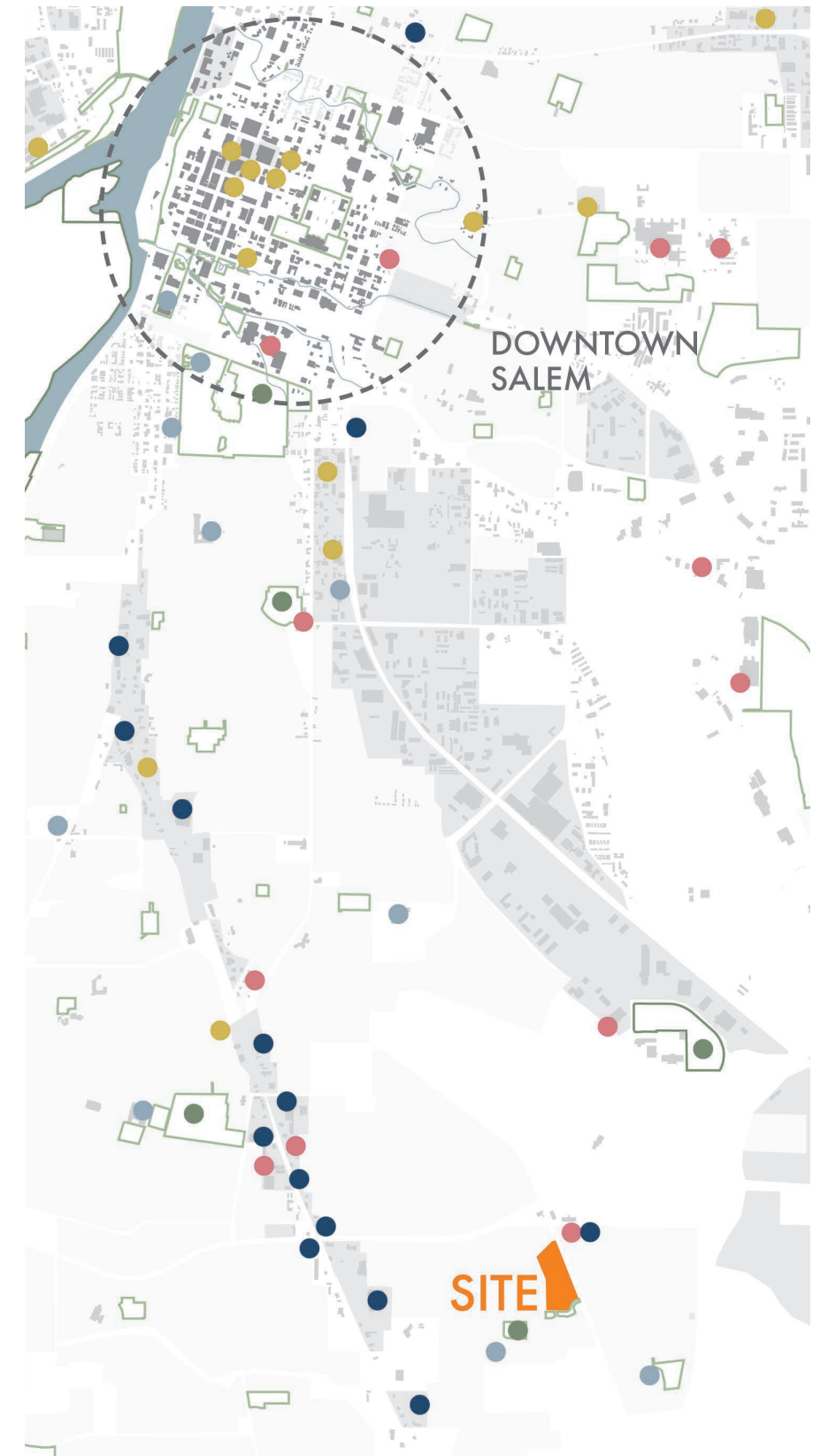
# Asset Mapping

Asset mapping serves to orient us to the site and its immediate assets. At the same time, identify gaps and opportunities that may be leveraged on-site and visualize connections made during the ABCD process. Research for this project was conducted during the COVID-19 pandemic, which limited the team’s ability to engage in person with community members and potential future residents of the housing complex. The team relied on virtual interviews with community leaders and stakeholders. Additional on-line research helped identify existing assets within the community. Access to and collaboration with existing community resources is vital to the future success of the new community planned for Salem.

## Goals

Identify key community assets and social services surrounding the site, prioritize collaboration with organizations whose programs are rooted in equity, empowerment, and identify service gaps. The maps are separated by asset type, including transportation, food resources, arts and education resources, recreation resources, and community service, health, and wellbeing resources.

-  **FOOD RESOURCES**
-  **ART & EDUCATION RESOURCES**
-  **RECREATION RESOURCES**
-  **HEALTH & WELLNESS RESOURCES**
-  **COMMUNITY SERVICE RESOURCES**



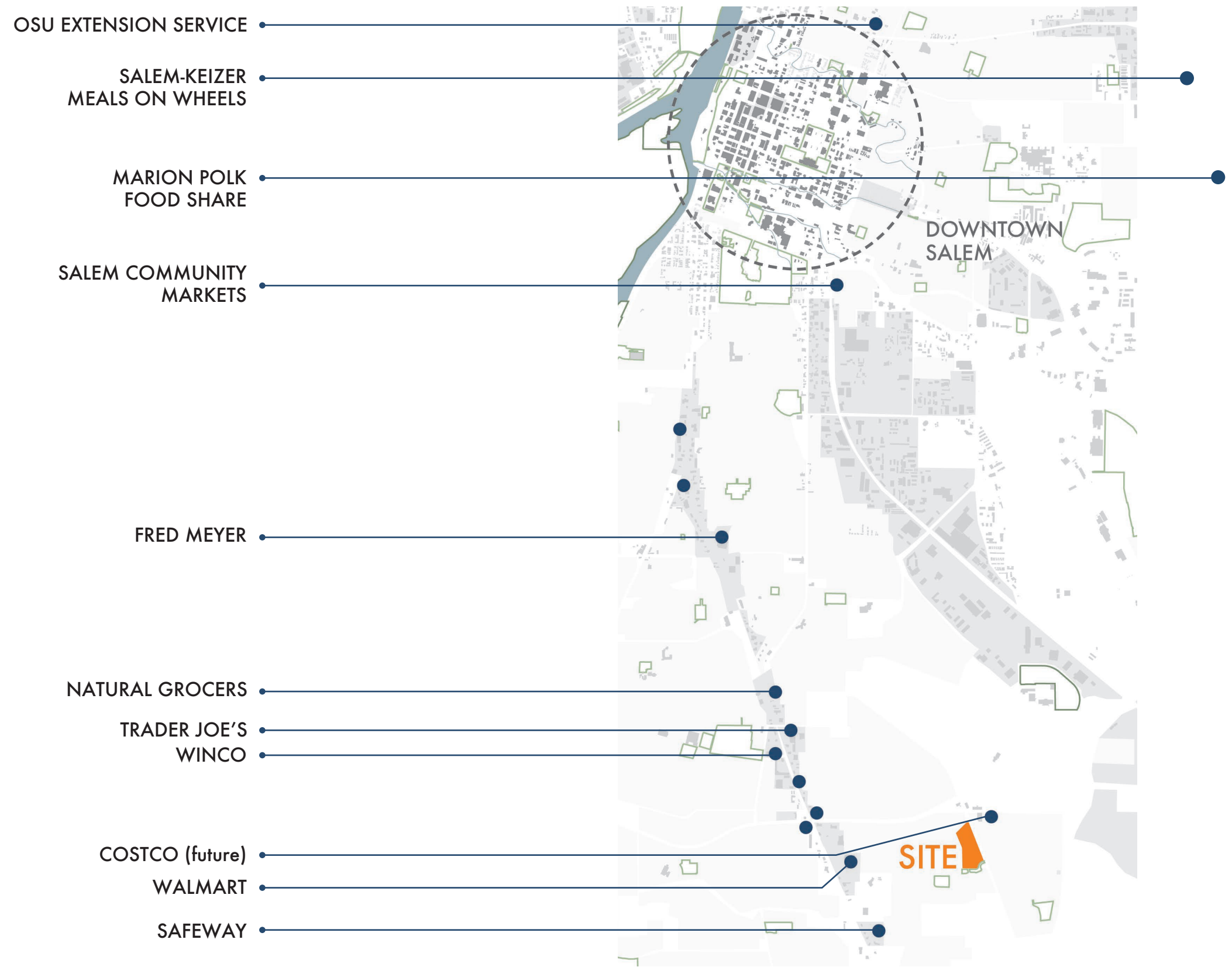




# Mapping Food Resources

The majority of nearby food resources are located to the west of the site along Commercial Street SE. Safeway and Walmart are within walking distance and take approximately 10 to 15 minutes to reach them. The intervening streets are primarily single-family residential, and most likely routes do not require crossing any major intersections, railroad tracks, or other obstacles.

In addition to Safeway and Walmart (the two primary grocery resources for the area), several other grocers, specialty markets, bakers, and small retail stores may provide food resources to residents of the site within a reasonable walking distance. These include Trader Joe's, WINCO Foods, a European food and baker, and an Indian grocery. All are located along Commercial Street SE. Currently, under construction, there is a COSTCO within a 10-minute walk from the site. Costco's location in relation to the site will require residents to cross Battlecreek Road to get there.





# Mapping Food Resources

NATURAL GROCERS

TRADER JOE'S

WINCO FOODS

PRIVET EUROPEAN FOOD AND BAKERY

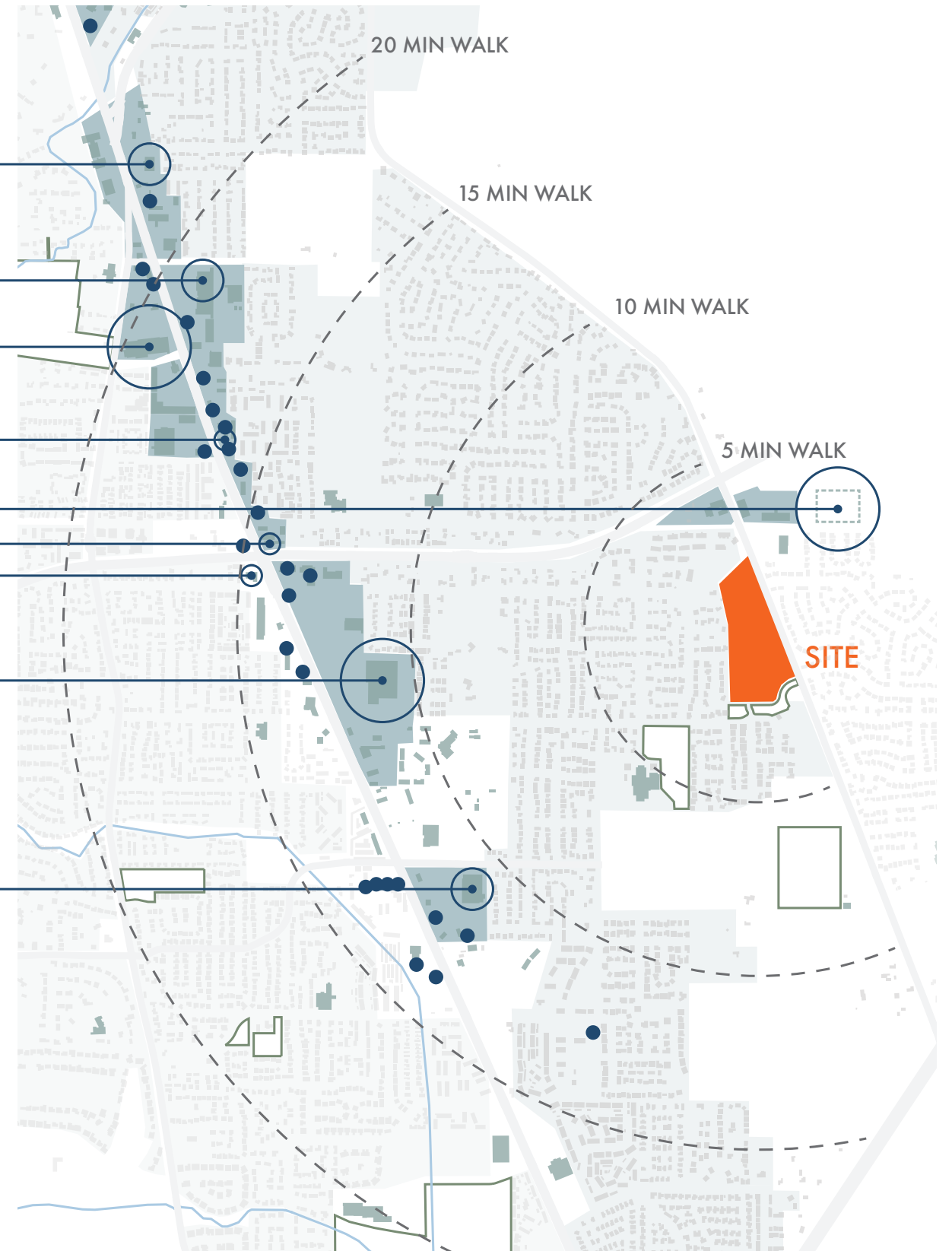
COSTCO (future)

TAJ INDIAN GROCERY & SWEETS

MY GOODS MARKET

WALMART

SAFEWAY



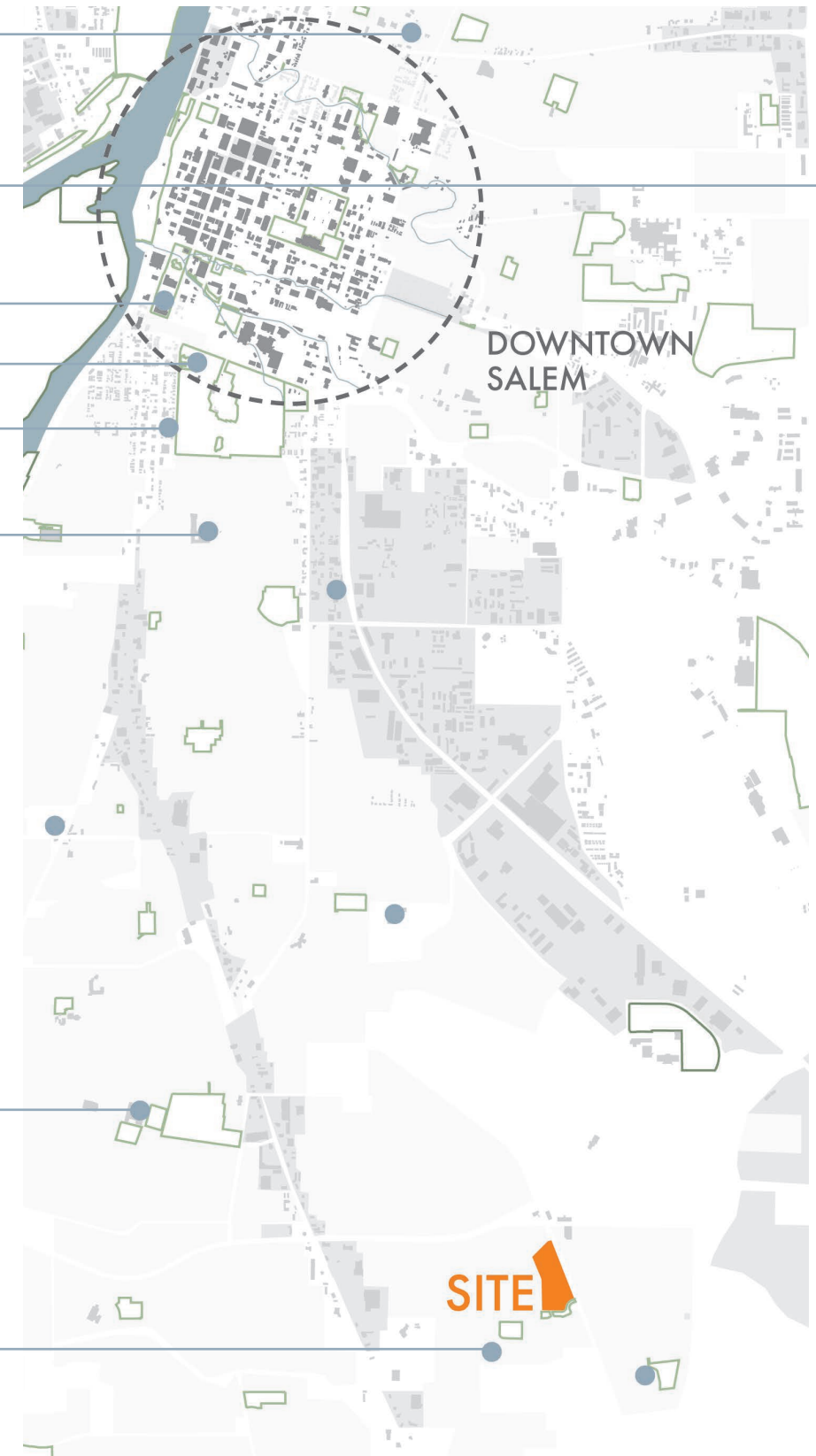


# Mapping Arts and Education Resources

The Salem-Keizer School District serves the children who live in this development. The schools include Pringle Elementary School, Judson Middle School, and South Salem High School. Pringle Elementary School is located about three residential blocks to the Southeast of the site and adjoins Wes Bennett Park. Judson Middle School is farther from the site, Northwest and across Commercial Street SE and Kuebler Boulevard, two heavily trafficked multi-lane roads. South Salem High School, situated just south of downtown Salem, serves most residents south of the city.

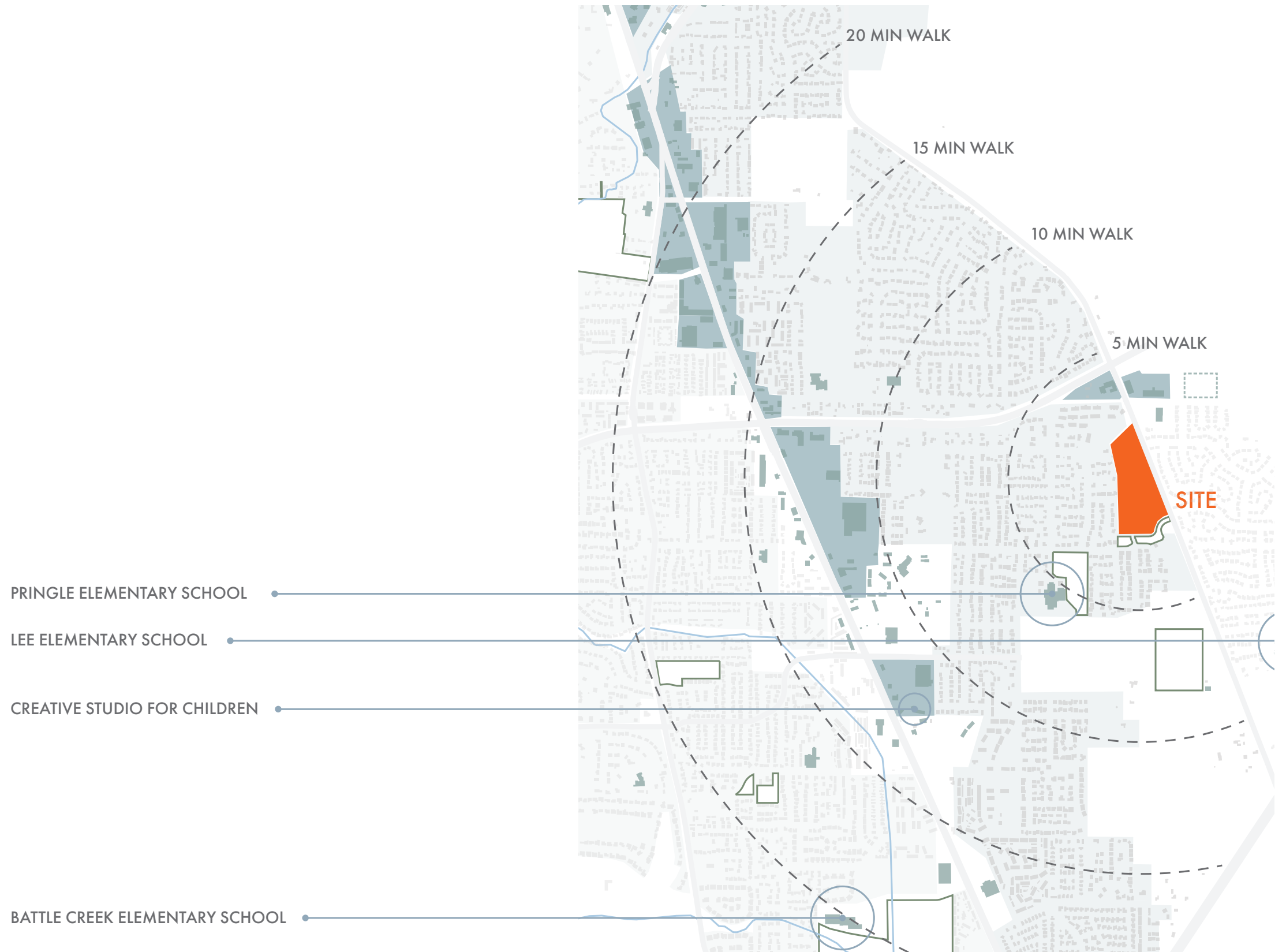
Very few art-related opportunities exist outside of school-related activities in the immediate surrounding area. Given the nature of the environmentally-focused siting and the vested interest in the surrounding local community, positioning the site as a hub for intergenerational art and educational activities is a tremendous opportunity for engagement. Indoor and outdoor classes, workshops, and flexible space to be creative would all serve as valuable assets to the entire community.

- OSU EXTENSION SERVICE
- WILLAMETTE ART CENTER
- SALEM PUBLIC LIBRARY
- SALEM ART ASSOCIATION
- NETWORK OF OREGON WATERSHED COUNCILS
- SOUTH SALEM HIGH SCHOOL
- JUDSON MIDDLE SCHOOL
- PRINGLE ELEMENTARY SCHOOL





# Mapping Arts and Education Resources



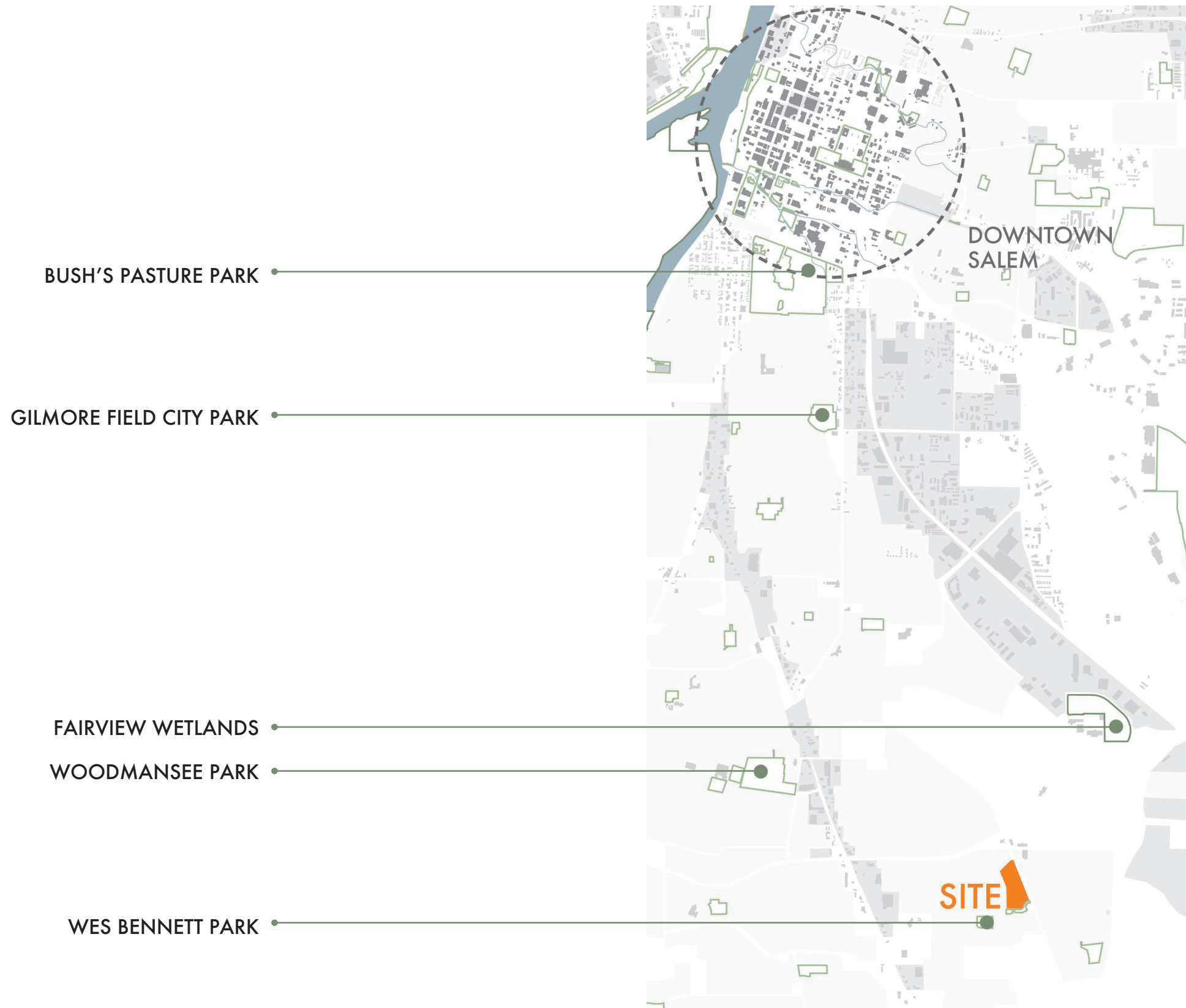


# Mapping Recreation Resources

The area offers several recreation opportunities both on-site and nearby. Wes Bennett Park is located adjacent to Pringle Elementary School and provides a children’s playground, a grassy field, and a splash pad that operates during the summer months.

The nearest parks with basketball hoops and lined fields for organized recreational activities are located west of Commercial Street SE. Woodmansee Park includes a disc golf course, walking trails with creek access, a large playground, tennis and basketball courts, and a field with soccer goals. Directly west of the site and south of Kuebler Boulevard is Sumpter City Park. The park has a baseball field, playground, and picnic benches.

Unfortunately, both of these parks are more accessible by car as walking would take over 40 minutes and requires crossing either Commercial Street SE or Kuebler Boulevard.





# Mapping Recreation Resources





## Mapping Health and Wellness Resources

Several faith-based and nonprofit organizations serve the communities near the site. South Salem Connect provides a connection to organizations such as Salem Leadership Foundation, Habitat for Humanity, Catholic Community Services Willamette Valley, Safe Routes to School, and local neighborhood associations.

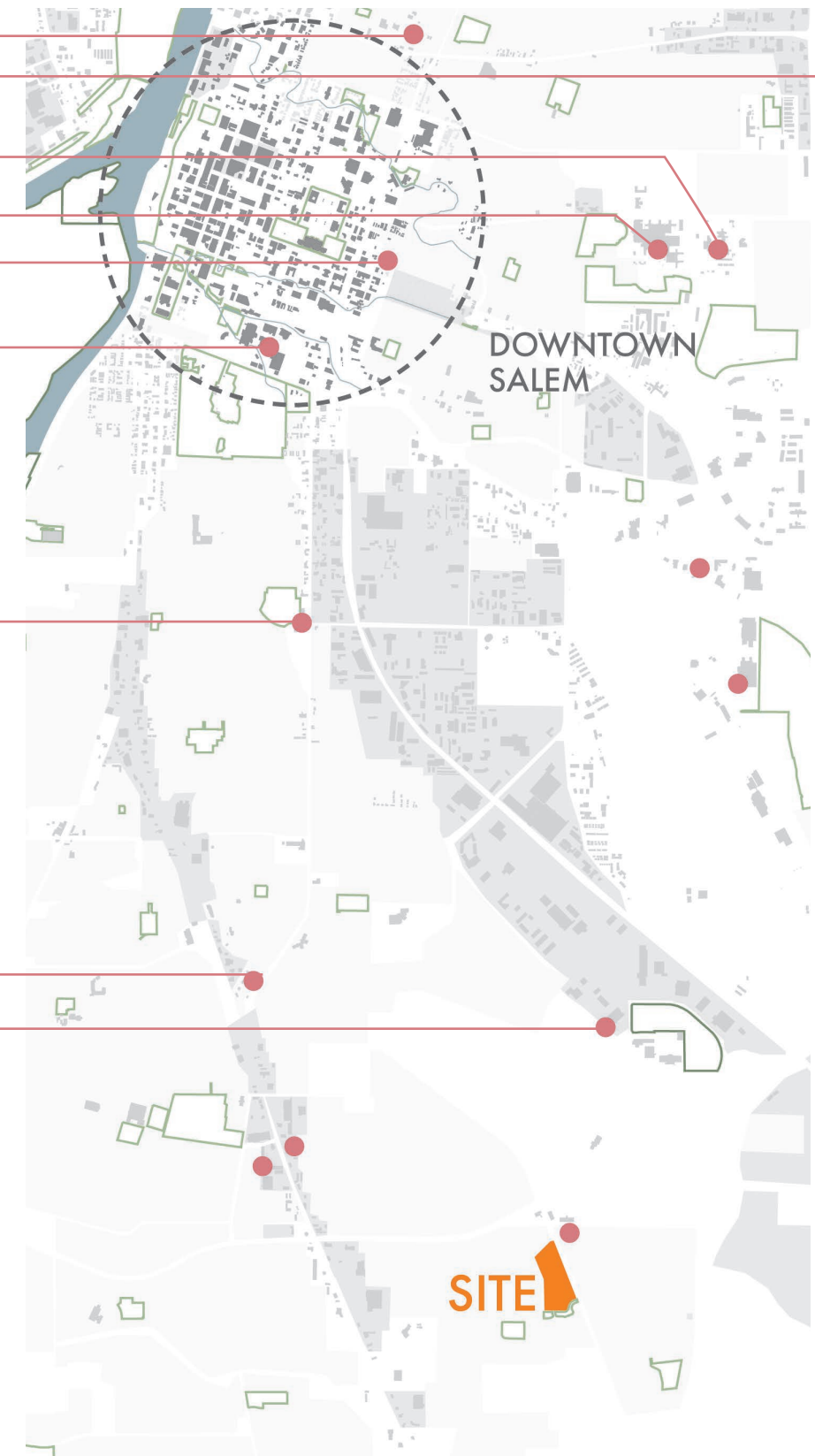
Health and wellness resources are one of the most significant gaps discovered while researching existing assets around the site. Aside from a few identified home health and hospice care businesses along Commercial Street SE and a cluster of health resources approximately three miles north along 12th Place SE, the site does not have access to nearby health services without using a car.

Shangri-La is a nonprofit organization with an office one-mile north of the site. They offer services for people with mental and physical disabilities, outpatient mental health services, and enrichment opportunities to the Salem community. Their staff identified mental health services as the largest gaps in the area.

- OSU EXTENSION SERVICE
- SALUD MEDICAL CENTER
- MARION COUNTY HEALTH & HUMAN SERVICES
- OREGON STATE HOSPITAL
- PROJECT ABLE
- SALEM HOSPITAL

SALEM HEALTH

- STATIS PSYCHIATRY
- SHANGRI-LA SALEM





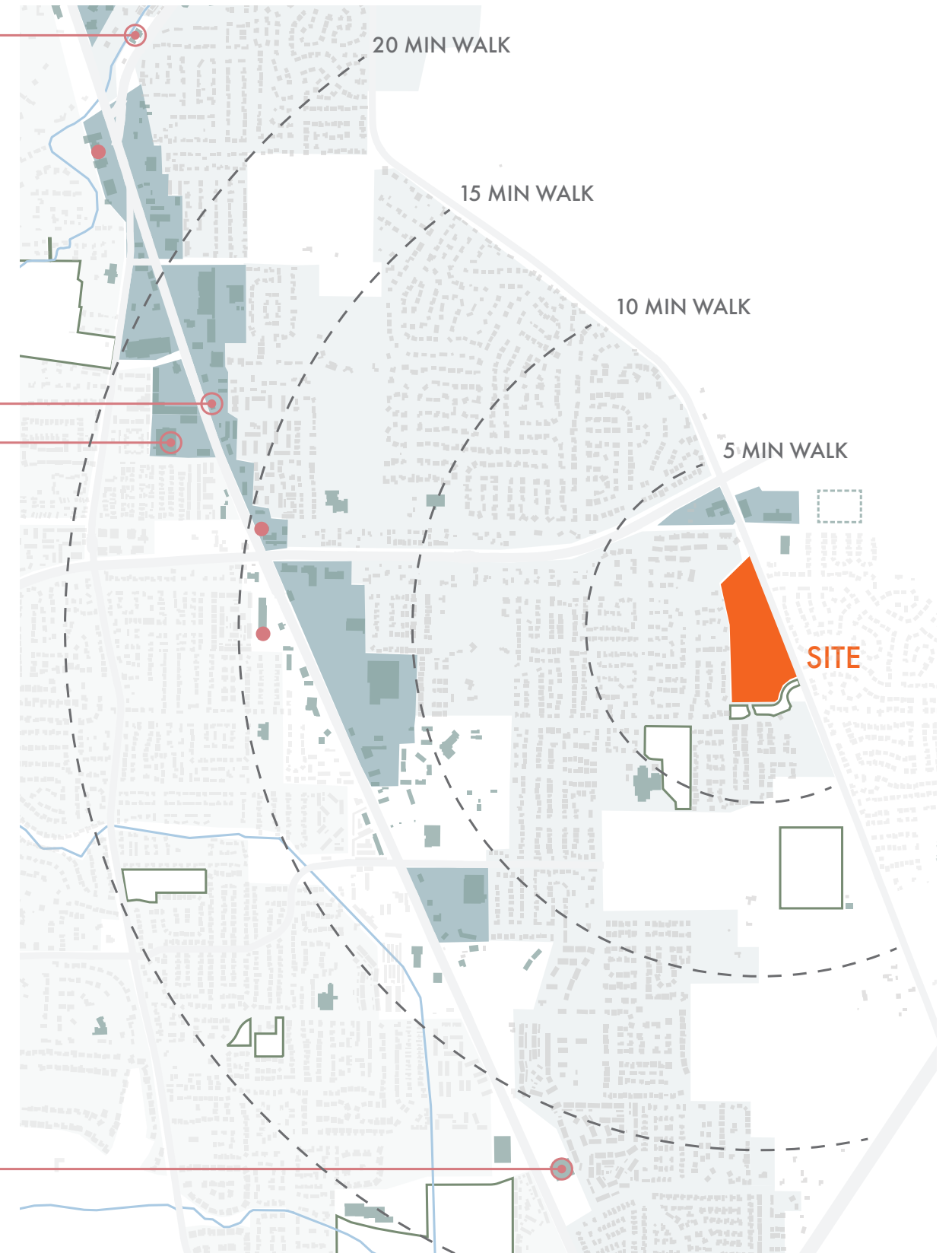
# Mapping Health and Wellness Resources

STASIS PSYCHIATRY

OREGON ASSOCIATION FOR HOME CARE

PHYSIQ FITNESS

COURTHOUSE ATHLETIC CLUB





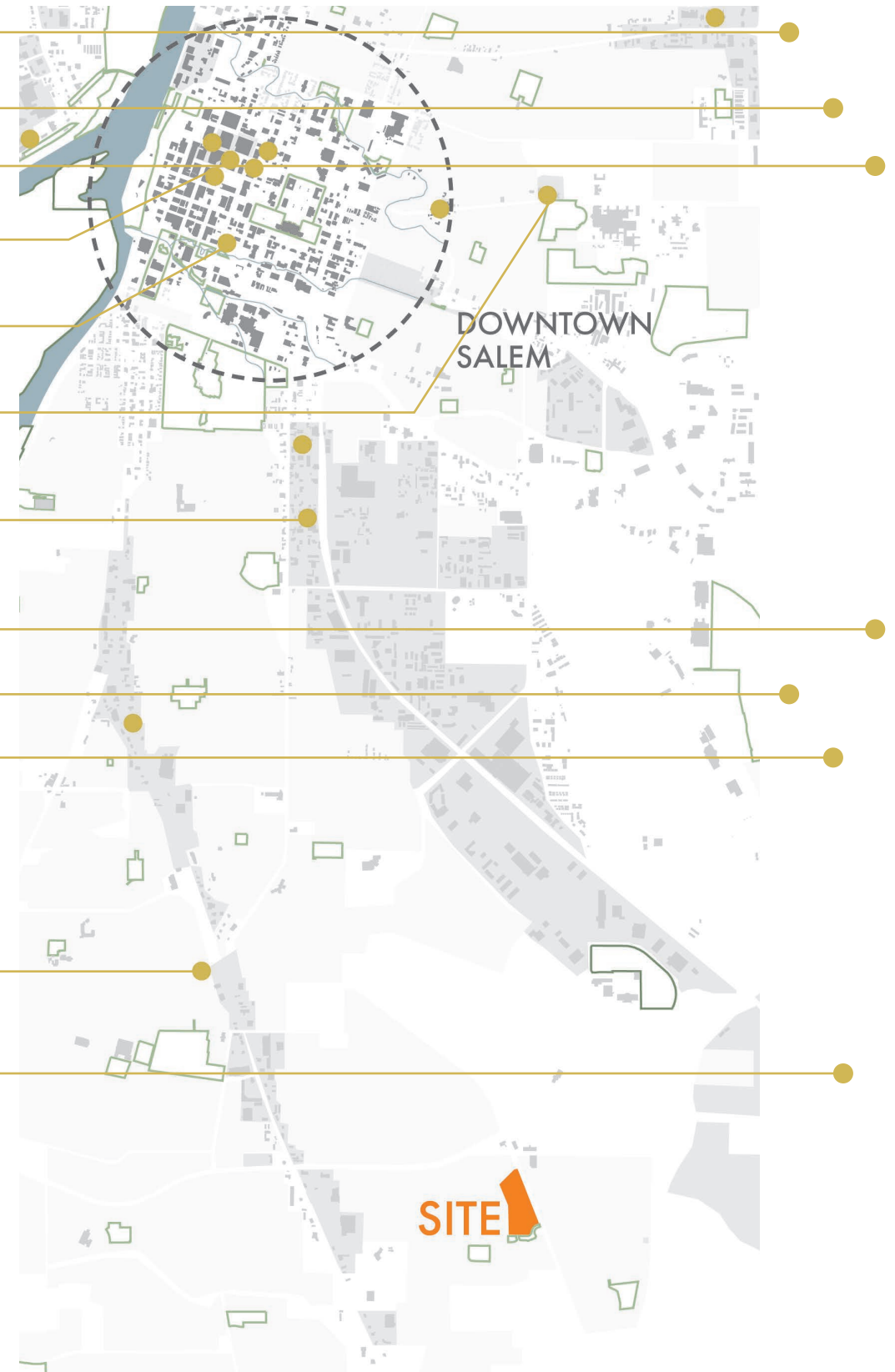


# Mapping Community Service Resources

Salem has a plethora of community resources and services ranging from Catholic Community Services Willamette Valley, Family Promise, and Center for Hope and Safety, all of which offer various services ranging from mental health support to housing placement. Salem for Refugees works to support refugees in the community find housing and job support.

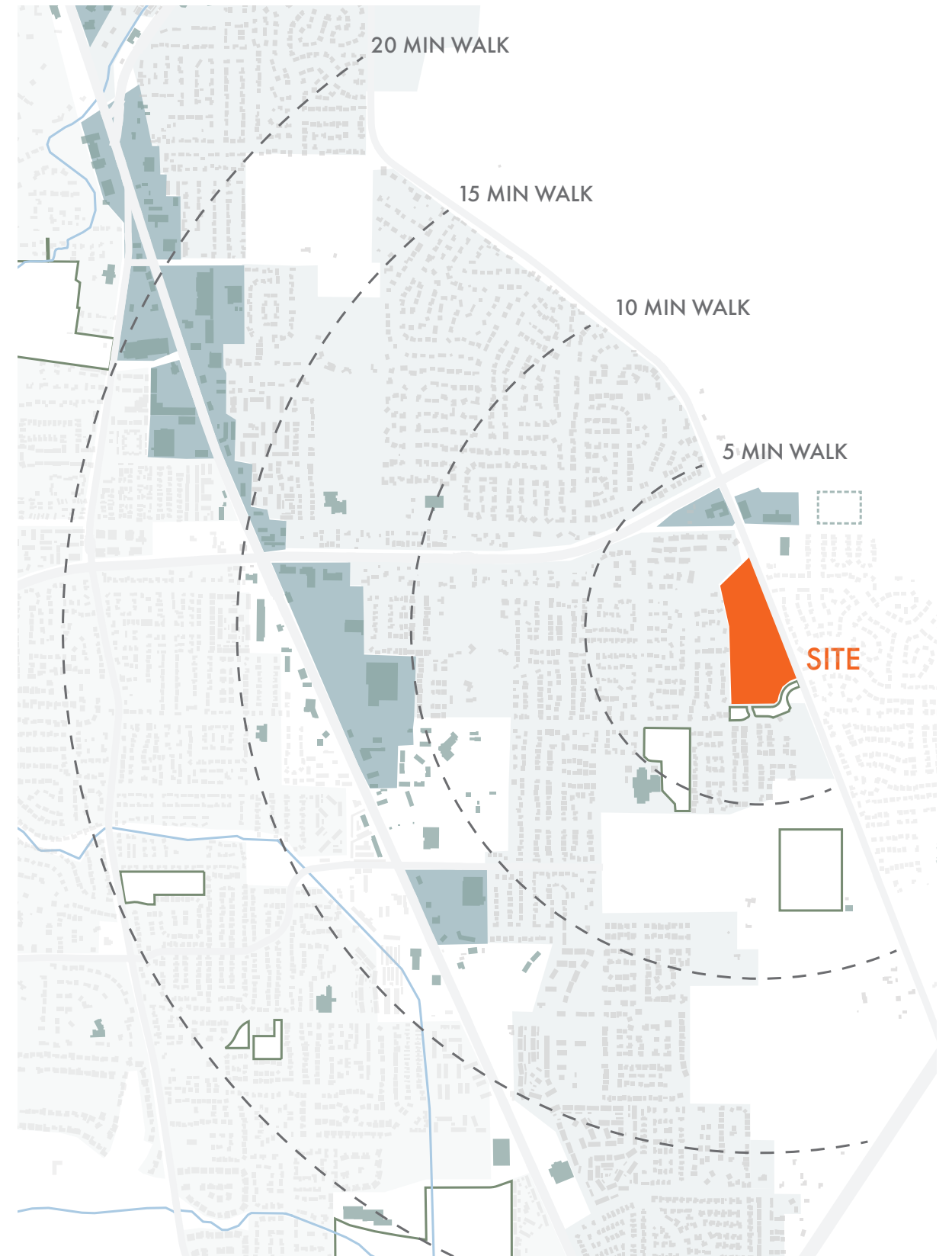
Unfortunately, most of these services are located in downtown Salem which is relatively far away from the immediate vicinity of the Gateway site. Therefore, accessing these services and organizations is extremely difficult without a personal vehicle or reliable and efficient public transportation. It will be necessary to partner with community service organizations for on-site programming as it is challenging to access their primary locations in far-away places throughout Salem.

- UNITED WAY
- BOYS & GIRLS CLUB OF AMERICA
- SALEM LEADERSHIP FOUNDATION
- MARION COUNTY COMMUNITY SERVICES
- SALEM HOUSING AUTHORITY
- MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY
- HELPING HANDS
- SALEM KEIZER COALITION FOR EQUALITY
- MANO A MANO
- SALEM FOR REFUGEES
- RISE SERVICES, INC.
- SOUTH SALEM SENIOR CENTER





# Mapping Community Service Resources



# Transportation

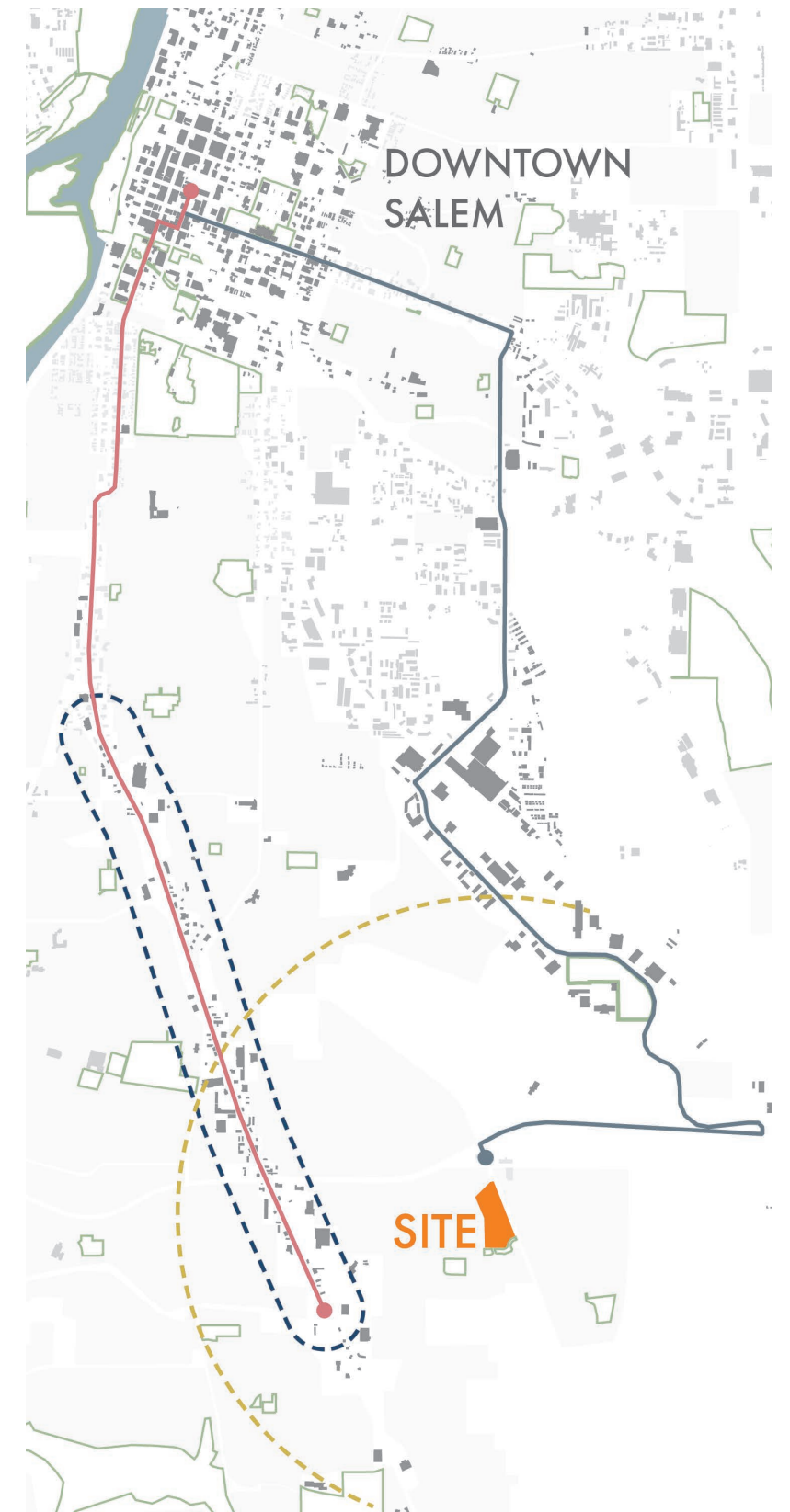
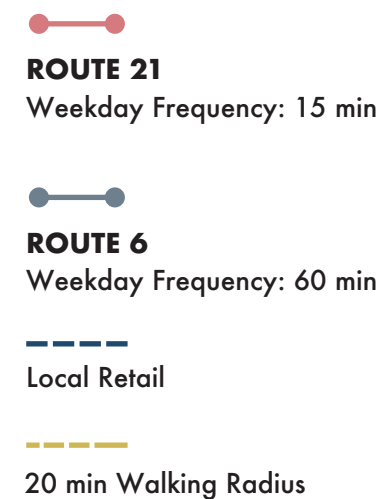
Cherriots provides the primary public transportation to Salem residents. The organization reported about 3.2 million trips across all transportation services in 2017 (Final Strategic Plan 2018). Ridership was significantly impacted by pandemic shutdowns, with service levels at close to 80% of pre-pandemic levels. Cherriots expects services to increase (up to 90%) by January 2022 (Conversation with Chris French).

The current line serving the South Salem community nearest to the site is Route 6, an infrequent service that, due partly to pressure from residents, meanders through industrial zones East of downtown Salem before stopping back at the city center. The result is a bus route that can require a prohibitively long commute for residents of the site. Alternatively, Route 21 offers frequent service nearby and is the third most used line in the city. The route runs along Commercial Street SE, and the nearest stop is approximately a 15-minute walk west of the site.

Transportation usage is dependent on a variety of factors, like personal car access, mobility, and perceived safety, but most transit planners use a .25 mile distance to public transit stops. Ridership drops off dramatically if travel distances exceed that metric.

There are long-term plans to increase service to the area, but changes rely on public engagement, feedback, and funding. Cherriots is working toward a 20-year strategic plan that began a public engagement process in early 2022. The strategic plan updates every 5 to 7 years to meet the changing needs of the Salem community. It relies on funding and public input to effectively manage its service to the benefit of Salem residents.

Additionally, pedestrian and bike infrastructure in the area is limited, as highlighted in conversations with local organizations, emphasizing that Battlecreek Road is not suitable for walking.



# Community Connections

## Community Connections

- CPID involvement in project
- Site and demographic research
- Identify and connect with community-based organizations
- Assist in facilitation of community outreach

## Project Team Coordination

- Provide ongoing design feedback based on community connection feedback

## Report Compilation

- Organize asset and community connection information
- Identify gaps in outreach and follow-up where relevant
- Walk through report with project team
- Provide final report along with Engagement Action Plan, Meeting Log, and Contacts

## Relationship Building

- Project team begins relationship-building process with potential partner organizations during design and construction process

## Lease-up

- Develop proactive leasing outreach process with the help of community partners to ensure all communities feel welcome at the Gateway development

## Resident Engagement Process

- Develop outreach and engagement processes so that residents can provide input and direction about the programs and services available on-site, this could include;
  - Resident surveys
  - Regular community building events
  - Creating a resident advisory committee
  - Hosting culturally specific events with the help of community partner organizations

# A Pandemic Community Outreach Process

The COVID-19 pandemic hampered the Salem public engagement process. The team had to rely on phone, video, and email conversations with local experts and organizations to gather information from the Salem and Marion County community. We acknowledge that this digital engagement process could not reach populations fully representative of future residents. However, those organizations and individuals that we could reach helped us identify available resources and gaps in services in the county.

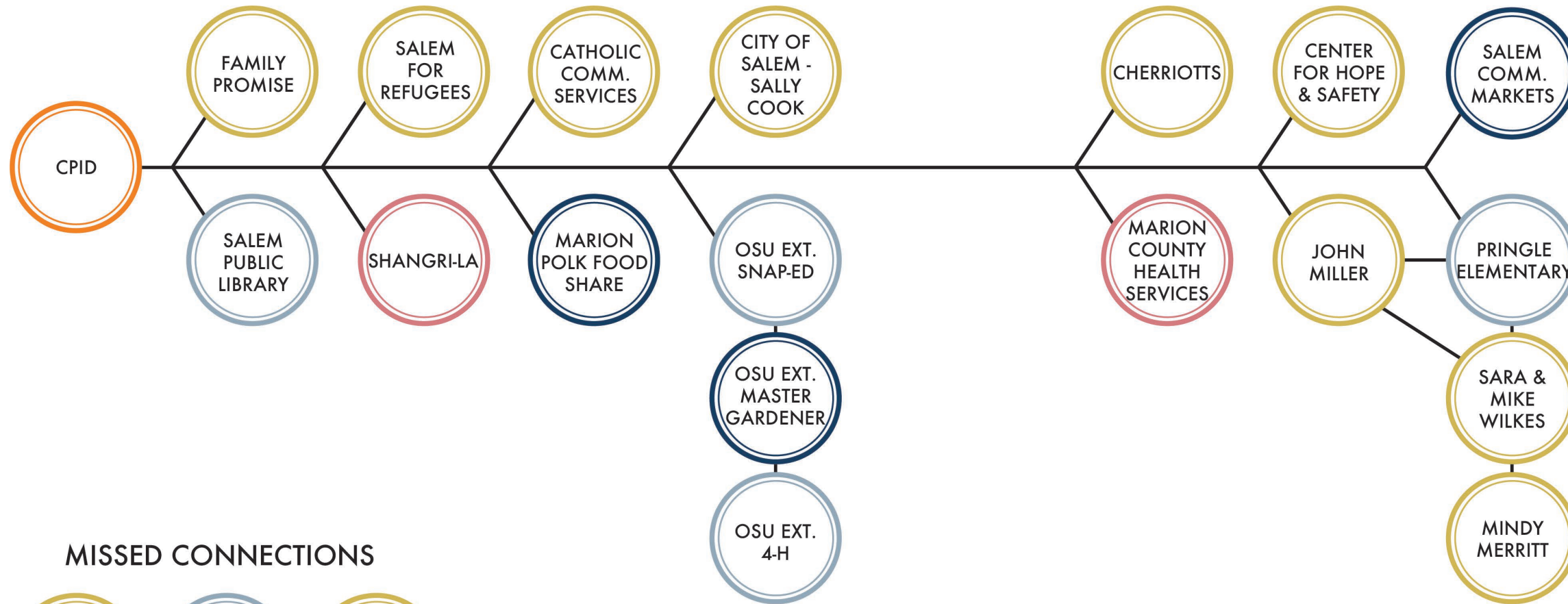
The CPID team identifies and prioritizes initial community members and organizations for outreach through online research. Our focus was on identifying potential health, recreation, food, arts and education, and community service resources for future residents. The team also prioritized design feedback from older adult resources and disability resources to help create a community that feels safe and welcoming to more vulnerable populations. Each connection made resulted in additional recommendations of people or organizations to contact, creating a diverse web of resources and connections throughout the Salem and Marion County community. The CPID

recommends that the property management and site operations staff begin building relationships with organizations identified in this report before residents move in.

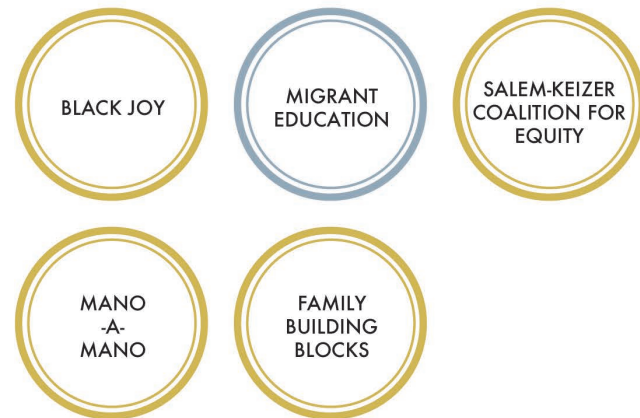
Despite multiple efforts, the CPID team was unable to reach and connect with more marginalized populations in Salem and Marion County, such as Indigenous and more BIPOC groups. We recommend that CDP continue trying to connect with groups such as Black Joy and Mano-a-Mano. The CPID has connected with several organizations supporting the LatinX and BIPOC communities on past projects, and the relationship was invaluable. Feedback from these groups emphasized the importance of outreach to these communities via trust community liaisons to encourage these communities to apply for housing. Confusion, discrimination, and stigma surrounding immigration status and public charge policies can lead to hesitancy and fear in applying for affordable housing in specific populations. Lack of language support for non-English speakers, the requirement of proof of immigration status, and large deposits can also be barriers that prevent many people from applying to housing.

The recommendations put forth by the CPID are based on information, community input, and expertise we received as of publication. The information provided is by no means exhaustive or conclusive without the input of future residents of Salem-Gateway. Opportunities for resident input will be crucial for creating an inclusive and vibrant community. The CPID recommends looking to future residents for input on program priorities, art opportunities, and other activities offered on-site.

# Community Connections Web



## MISSED CONNECTIONS





## Food Resource Partners

### MARION POLK FOOD SHARE



Marion Polk Food Share (MPFS) is an independent non-profit leading the fight to end hunger in Marion and Polk counties. The Food Share collects and distributes food to a network of more than 100 partner agencies.

Support from the community makes it possible for the Food Share to distribute food to meal sites, food pantries, foster homes, low-income daycare centers, shelters, and senior housing sites across the Mid-Valley. MPFS operates Meals on Wheels in Salem and Keizer, which delivers meals to seniors and disabled adults. The Food Share also partners with OSU Extension to provide programs addressing the root causes of hunger. These programs include job skills training and a Youth Farm.

**“Hunger is just one part of poverty.”**

- Ian Dixon-McDonald,  
Marion Polk Food Share

The CPID connected with Ian Dixon-McDonald, MPFS Director, and Megan Rivera, MPFS Director of Community Programs. MPFS has

an MOU with CDP for this project. Typically, MPFS partners with food distribution and drop-off services. There are no facilities near the Gateway site so this service is not likely viable in the immediate future. They did, however, offer to provide on-site services pertaining to the community gardens. While the gardens cannot fulfill food insecurities alone, leveraging them to bring other service providers to the site will help. MPFS envisions partnering with Gateway by:

1. Supporting the community gardens by providing expertise and supplies.
2. Making Gateway a food drop-off site where MPFS delivers food to be distributed to residents and the surrounding community. It is important to note that the MPFS has a competitive application process for food drop-off sites, therefore, they envision Gateway filling alternative needs and gaps in the area.
3. Making Gateway a site for hot meal distribution, non-perishable food storage, and refrigerator use.

The CPID recommends connecting with Ian and Megan to continue this conversation and assess resident needs once they move in.

### Space Needs and Recommendations

- Ample electrical capacity - several outlets (extending from the ceiling or on the floor for flexibility) and dedicated circuits
- Ample refrigerator and freezer space for perishable food items
- Commercial waste disposal system
- 3-compartment commercial sink
- Walk-in cooler or refrigerator (ideally with glass front doors)
- Note: planning for commercial units offers more flexibility in the long run

### OREGON STATE UNIVERSITY EXTENSION PROGRAM - MASTER GARDENER PROGRAM



The Marion County Master Gardeners Association (MCMGA) is a non-profit organization dedicated to helping home gardeners in Marion County learn about the science, art, and joy of gardening. It is part of the state-wide Master Gardener Program administered by Oregon State University (OSU) Extension Services, offering a variety of education and outreach programs. MCMGA’s experienced community volunteers, trained and certified in sustainable research-based gardening techniques by OSU professors and other experts, teach these programs. Their

offerings include workshops and events, a Junior Master Gardener Program, community garden consulting, plant sales, demonstration gardens, community plant clinics, speaker series, and master gardener training. The lack of tools, supplies, soil and seeds for residents to start gardens and maintained them is often a barrier to community gardens. The CPID heard this echoed during community outreach in past projects as well.

The CPID connected with Brooke Edmunds, Horticulturalist for the Extension Program. She envisions partnering with Gateway by providing community garden support through various demonstrations, cooking classes, and workshops for residents.

We recommend following up with Brooke to determine the best ways to partner and provide programming around gardening and food.

### Space Needs and Recommendations

- Space for childcare for folks with kids attending classes and workshops
- Dry area (preferably permanent covered area) to set up as well as gather for discussion/trainings
- Access to restrooms for volunteers and facilitators
- Access to a community kitchen

- Protection against pests (rats and raccoons are more problematic than deer)
- Raised beds for accessibility
- Benches next to garden beds
- Surfaces that will be conducive to wheelchair and walker users
- Access to a tool shed with shared tools and supplies
- Programming in evenings and weekends is better for participation

### SALEM COMMUNITY MARKETS



Salem Community Markets (SCM) is a local non-profit organization responsible for organizing and managing farmers' markets in Salem and Marion County. They currently operate three markets in Salem, each in a different location on a different day. One market is located at the hospital and operates on Mondays. One is in West Salem and operates on Wednesdays. The third market is located across from Capitol Mall and operates on Saturdays. In addition to these three markets, they run a seasonal holiday market in December. SCM accepts SNAP benefits and EBT cards at all of their markets and offers a Market Match Program. The Market Match Program entails receiving \$5 free after spending \$10 at the market. This incentive can be matched up to two times per day and is a

good resource for low-income individuals and families.

The CPID connected with Lisa Sherman, SCM Executive Director, and she acknowledged that developing a market at Gateway is of interest. They have a matrix developed by a committee of vendors used to evaluate potential new market sites (see Appendix). If hosting a market on-site is a priority, we recommend that CDP reviews the matrix and addresses as much of the criteria as possible. We also recommend staying in touch with Lisa and including them as the project develops.

### Space Needs and Recommendations

- Covered area
- A multi-purpose area for programming on non-market days
- Ample parking for vendors and customers
- Drive-by visibility
- Access to water
- Electrical
- Access to restrooms
- Indoor/Outdoor capacity



**“Bring people together, end hunger, and address its root cause.”**

- Ian Dixon-McDonald,  
Marion Polk Food Share





## Arts and Education Resource Partners

### OREGON STATE UNIVERSITY EXTENSION PROGRAM - 4-H YOUTH DEVELOPMENT



With more than 6 million members, 4-H Youth Development is the largest out-of-school youth program in the United States. 4-H empowers young people with hands-on learning experiences to help them grow and thrive. By creating a safe and welcoming environment, young people develop the skills needed to positively impact the world around them. Current programs include the Urban Rural Exchange, SPRK+ Robotics Competition, Running Striders, and Outdoor Cooking classes. They engage with the regional community with Aviation Field Day and Regional Livestock Field Day events. At its heart, 4-H programs offer extra-curricular activities and educational opportunities to low-income and underserved communities. Fees associated with the programs tend to be nominal, and an investment of any kind provides an incentive



**“If there’s a will there’s a way, and we always find a way.”**

[on providing programming and services]

- Dani Davalos-Castillo,  
OSU Extension Services 4H Program

for enrolled youth to participate.

The current Marion Polk County 4-H team consists of three members. Due to the COVID-19 pandemic, their services are limited and primarily on-line only, at least temporarily. Over the last few years, STEAM educational opportunities are a bigger priority than sports. Dani Castillo-Davalos is the 4-H Program Coordinator with the Marion County OSU Extension Service. The CPID connected with Dani to discuss what opportunities might be possible through 4-H to deliver educational programs on-site to Gateway residents and neighbors. She explained that when programs begin to shift back to an in-person format, their emphasis will be on re-establishing a presence in schools. They may, however, have enough bandwidth to offer additional support in other classrooms with enough enrollment in associated activities. Robotics, coding, podcasting and digital reporting, and Dungeons & Dragons courses are among the most popular offerings in recent years. Collaborations between 4-H and Master Gardener programs can also engage youth and connect them with nature.

#### Space Needs and Recommendations

- Classroom suitable for 20-30 students
- Access to free wi-fi
- Access to electrical outlets and charging

stations

- Access to kitchen and outdoor amenities
- AV equipment - projectors and screens
- Art Supplies
- Hard surfaces for robotics to register and grip the ground - plastic mats over carpet if needed

### SALEM PUBLIC LIBRARY



Salem Public Library serves its community by promoting and providing opportunities for full and equal access to information and ideas, the love of reading, the joy of learning, and engagement with the arts, sciences, and humanities in a safe and comfortable environment. The library recently reopened in its original location in downtown Salem next to Salem City Hall. The library offers several on-site services in addition to book loans via service portals for those experiencing houselessness, an emergency warming shelter, study rooms, and multi-purpose rooms available for group meetings and gatherings. Currently, the city is in a deficit and funding is a challenge for expanding services beyond the primary branch locations. There are, however, partnering opportunities to bring some services to satellite locations if outside collaborators can provide the proper resources.

In conversation with Norman Wright, the Community Development Director for the library, he established that, although there is a funding deficit, the library is developing a comprehensive plan that has begun its outreach phase. Within this new outreach plan, there is an opportunity for collaboration between the library and the Gateway community. Norman connected the CPID team with their senior librarians. They followed up with recommendations that could extend services to the project site, including several options for book delivery from the library to the site.

These options include the following:

1. Climate-controlled 500 sq.ft. pop-up library
2. Storage lockers for book reservations
3. Book vending machines (200-1,000 item storage)

Fees associated with their services will depend on the option CDP chooses. We recommend staying in contact with Norman and the senior librarians to develop this collaboration further.

### Space Needs and Recommendations

- Area to accommodate curbside book delivery services (can be inside or outside)
- Multi-purpose space for library-supported services such as reading, music, movies

- See Appendix for Vending Machine and Storage Locker specifications

### PRINGLE ELEMENTARY SCHOOL



Pringle Elementary School is just a short walk from the Gateway site and will be the school that the kids from the new development will attend. Currently, enrollment is at 492 kids, with peak enrollment hitting as high as 600 students in a given year. Enrollment fluctuation in recent years has primarily been in response to the Covid-19 pandemic. However, in anticipation of future needs and the new Gateway development, the school will be expanding beginning Summer 2022.

The CPID met with Dave Bertholf, the Principal for Pringle Elementary. He is excited about the opportunity to partner with the Gateway development for much-needed after-school programs. Dave envisions bringing music and art classes on-site that both kids and adults can participate in together. He also envisions hosting choir performances in the community building for the surrounding community, and intergenerational mentorship and volunteer opportunities for seniors and those looking to get involved with school programs. Potentially, Pringle Elementary School students could use the outdoor spaces on the Gateway site for

outdoor learning opportunities. Dave informed us that the wetlands and field adjacent to the school – land also owned by John Miller – will be turned into a nature park with a covered pavilion. John and Dave envision this space as an outdoor learning area that both the school and the community can use. There is an opportunity to connect these three sites in both programming and nature trails, creating a hub of community-building and educational opportunities. The CPID recommends staying connected with Dave and the elementary school as the Gateway project develops.

### Space Needs and Recommendations

- Multipurpose/flexible community room
- Classroom or smaller rooms
- Access to a computer and free Wi-Fi
- Trail connecting the site to the school



**“If kids have to be somewhere, this is the place. Pringle is a good school and has a great community that supports it.”**

- Dave Bertholf, Principal  
Pringle Elementary School

## MARION COUNTY PUBLIC HEALTH & HUMAN SERVICES



Marion County Public Health and Human Services is the county's public health agency. The agency has two different arms, one is the Human Services side, and the other is the Public Health side. Human Services

within the Marion County Public Health agency is responsible for overseeing disability resources and supportive housing for those with mental health issues. The public health arm of the agency is responsible for overseeing clinics that treat Sexually Transmitted Infections (STIs), immunizations, environmental health, the Special Supplemental Nutritional Program for Women, Infants, and Children or WIC program, and in recent years, the Covid-19 response and investigation.

The CPID connected with Human Services Director Corissa Neufeldt, Administrative Service Division Director Michael Watkins,

**"If we're going to go off-site, it's going to be in an area that has a greater, more diverse makeup, or is more densely populated"**  
[on mobile, pop-up services]

- Katrina Roethlisberger,  
Marion County Public Health



and Public Health Division Director Katrina Roethlisberger. They envision a partnership with the Gateway development through their public health division where they would bring their services on-site and host pop-up clinics, WIC services, and potentially home visit services.

It is important to note that while Marion County Public Health and Human Services is responsible for overseeing all of their programs and services, they contract out services with local partners and agencies. Connecting with Marion County Public Health and Human Services to tap into their network while they oversee the administration of services at the Gateway site will be crucial in connecting residents and neighbors to essential health services.

### Space Needs and Recommendations

- Access to a multi-purpose room
- Ample storage and cabinet space
- Hand washing stations or access to a sink
- Private office is "nice" but "required"
- Space for a mobile van to park and have easy access to indoor community spaces

## SHANGRI-LA



Shangri-La is a local organization working in Salem and Eugene to provide support services for those with mental and physical disabilities and those experiencing homelessness. Shangri-La has residential and outpatient services, day-camps and activities, job training, employment placement, and case management. The CPID connected with Ashley Erb, Director of Community Engagement, and Robin Winkle, Director of Operations. Both Ashley and Robin are excited about the Gateway project and the possibility of collaborating. They are interested in bringing in-house clinics and mental health services on-site and possibly doing mobile health clinics throughout the year. They are most interested in programming opportunities geared towards all ages and families. An example they gave of this was an Easter Egg hunt during the Spring. We recommend that CDP stay connected with Ashley and Robin to bring their services on-site.

### Space Needs and Recommendations

- Access to a community kitchen
- Access to classroom space
- AV equipment
- Access to a conference room or private office for case management

- A restroom large enough for two people (i.e., a caregiver and a resident)
- Door handles instead of doorknobs (something that can be opened with elbows or knees)
- Wider hallways for those with mobility equipment and strollers
- Durable and carpetless flooring (tile is too slippery and carpet slows movement)
- Designated quiet space and sensory sensitivity space
- Remove step barriers in park spaces
- Rubber matting instead of bark chips in playground spaces (bark chips get messy and can cause hazards for those with mobility equipment)
- Meeting rooms that residents can reserve, outside of their homes



## Community Service Resource Partners

### CATHOLIC COMMUNITY SERVICES WILLAMETTE VALLEY



Catholic Community Services Willamette Valley (CCSWV) is a faith-based, non-profit organization that serves those with intellectual disabilities, underserved children and youth, and housing. CCSWV operates many umbrellas and works across mental health, the foster care system, financial well-being, and developing affordable housing properties.



**“Housing compliance is designed to keep people out of affordable housing and not into affordable housing.”**

– Joshua Grave, CEO  
Catholic Community Services Willamette Valley

The CPID connected with Joshua Graves, CCSWV CEO. Conversations with Joshua uncovered a potential partnership with the Gateway development where CCSWV could utilize the community center to meet with residents and local community members. They have previously partnered with affordable housing developments in the area where they focus on case management, referral services, community cafes, and family workshops. We recommend connecting with Josh Graves and Jill Sorensen to continue

the conversation and establish a formal partnership between CCSWV and Gateway.

#### Space Needs and Recommendations

- Community room or multi-purpose room
- Access to private office space to meet with folks confidentially

### CENTER FOR HOPE & SAFETY



The Center for Hope & Safety works with victims and survivors of domestic violence, sexual assault, stalking, and human trafficking. Their programs and services help support survivors in their choices and options. The Center for Hope & Safety currently relies on Permanent Supportive Housing (PSH) in the area and short-term housing options, such as hotels and shelters, to house their clients. They are currently building their own affordable housing development, which will include 20-units with built-in support services. In addition to rehousing and housing support, they operate a 24-hour, bilingual helpline.

The CPID connected with the Center for Hope & Safety Executive Director, Jayne Downing. She has previously worked with affordable housing developments to place her clients and provide on-site classes and case management.

Jayne is interested in the opportunity to reserve a number of units at Gateway to temporarily or permanently house Center for Hope & Safety clients. She mentioned that there is always a shortage of housing for her clients. Unfortunately, this project cannot prioritize specific groups; therefore, Jayne envisions a partnership where the Center for Hope & Safety provides on-site classes and services.

#### Space Needs and Recommendations

- Access to a community room
- Classroom/meeting space
- Indoor bike storage
- Parking space for ZIP car/Ride Share
- Office space for case management services

### FAMILY PROMISE OF THE MID-WILLAMETTE VALLEY



Family Promise is a national organization with a chapter in Salem. They focus on helping families with children who are experiencing homelessness. They offer preventative support services such as housing costs and rent assistance, and long-term care such as emergency shelter services, financial literacy classes, and case management.

The CPID team connected with T.J. Putnam, Executive Director of Family Promise, to discuss offering their services to Gateway residents on-site. They have worked with affordable housing developments in the past and can tailor their programs to the site's specific needs. T.J. mentioned that this could be a possibility for Gateway as well. He also mentioned that Family Promise has worked with a couple affiliates to develop their childcare program, but not yet here in Salem. They would be interested in having the conversation about potentially providing it in the future. We recommend staying connected with T.J. about Family Promise providing childcare or daycare services on-site in conjunction with the other services they offer.

## SOUTH GATEWAY NEIGHBORS



The CPID connected with neighbors who live near Gateway during two different Zoom conversations and an in-person site visit with John Miller. Mindy Merritt, Sara and Mike Wilkes are long-time residents of the neighborhood and retired educators at Pringle Elementary School. They shared with the CPID about the neighborhood's relationship with the Gateway site, dubbed "John's Free Forest," where the community has used it for walking, biking, bird-watching, and an enchanted land

for the kids to run wild with their imaginations. The current site has been a hub for outdoor community-building and an amenity that the South Gateway neighborhood has enjoyed over the past 20+ years.

Neighbors highlighted the lack of transit access and the need for better pedestrian infrastructure, especially for kids walking to school. Their biggest concern is how the new Gateway development will impact their access to the green space. Luckily, maintaining public outdoor areas is already a significant focus of this project. Continuing to emphasize the importance of the green space and allowing the neighborhood to continue to use it by inviting them in will be critical in integrating the new development into the existing community.

## Space Needs and Recommendations

- Interconnected, ADA accessible, paths throughout the site, neighborhood, and elementary school
- Better access to public transportation
- Designated outdoor play areas for both residents and neighbors
- Saturday Markets in the plaza space
- Indoor, locked bike storage
- Plenty of storage for new residents

## MISSED CONNECTIONS

One of the most significant gaps in the CPID research process for this project was reaching more marginalized groups and organizations who work with those groups. We made many attempts to connect with the following groups:

1. Black Joy
2. Mano-a-Mano
3. Migrant Education
4. Salem-Keizer Coalition for Equity
5. Family Building Blocks

The CPID recommends that CDP and the property management team continue to make every effort to bring in these organizations in order to ensure that this project and its programming are as equitable as possible.

Additionally, connecting with childcare providers for this project was challenging. We strongly encourage continuing the effort to connect with them as childcare was identified by the CPID as a strong need during the outreach process.



**"There are jobs out there but fewer places to stash kids, it's a childcare desert."**

- TJ Putnam, Family Promise

# Recommendations



# LEGEND

- |  |                                    |
|--|------------------------------------|
| <b>(A) COMMUNITY ROOM</b>                  | <b>(G) SR. BLDG COMMUNITY ROOM</b> |
| <b>(B) COMMUNITY KITCHEN &amp; PANTRY</b>  | <b>(H) PARK AMENITIES</b>          |
| <b>(C) CLASSROOMS &amp; SHARED OFFICES</b> | <b>(I) COMMUNITY PLAZA</b>         |
| <b>(D) ON-SITE CHILDCARE</b>               | <b>(J) AMPHITHEATER</b>            |
| <b>(E) SENSORY SENSITIVITY SPACES</b>      | <b>(K) COMMUNITY GARDEN</b>        |
| <b>(F) COMMUNITY LAUNDRY ROOMS</b>         | <b>(L) NATURE TRAILS</b>           |

Site Plan Courtesy of Scott | Edwards Architecture LLP



# Community Building

Throughout the engagement process, the CPID identified spatial needs in the community building, the senior building, and the shared outdoor spaces to create a more cohesive development that is genuinely inclusive of all ages and needs. Many local organizations and service providers are interested in bringing their programming on-site if suitable spaces are available for their use. Conversations with the South Gateway community indicated that these spaces could host school choir performances, holiday events, live music, and various community-building activities connecting the existing neighborhood with the new residents. Recommendations for types of spaces and their design reflect the input of these potential program partners and current Salem residents. The CPID team worked closely with S|EA and CDP to incorporate community feedback into the site's design during the design phases.

## A. COMMUNITY ROOM

The community room, or multi-purpose room in the community building, accommodates larger social gatherings and programming. This central gathering space will allow for community interaction for all ages and is crucial for intergenerational community-building. For this space to be functional for various uses, it should include access to a



Community Kitchen - Cooking Together



Community Kitchen - Sharing a Meal Together

sink, a storage area, moveable furniture, and restrooms. Feedback from community partners indicated a preference for anti-slip flooring that can be easily cleaned. Avoiding the use of carpet in these communal spaces was recommended because it can be a tripping hazard for those with mobility equipment.

## Potential Partners

- engAGE NW
- OSU Extension Service - 4H
- Salem Community Markets
- Marion County Public Health and Human Services
- Catholic Community Services Willamette Valley
- Shangri-La
- Salem Public Library
- OSU Extension - SNAP-Ed

## B. COMMUNITY KITCHEN & PANTRY

The provision of a community kitchen on-site, adjacent to the large gathering space, will be necessary for hosting resident and community-wide events in the space. A community kitchen will also allow partner organizations to provide on-site programming around the kitchen, such as cooking classes. OSU Extension Service delivers multiple programs centered around cooking and food

including SNAP Ed, food preservation and safety courses. Marion Polk Food Share is another local group that sees great benefit in having a community kitchen on-site. In addition to programming for residents, the kitchen will provide a space where food boxes can be distributed, as well as any food share programs brought on-site by Marion Polk Food Share or other partners.

Through conversations with community partners, recommendations highlighted the need for adequate power and electrical capacity, plenty of freezer and refrigerator space for perishable foods, a reliable waste disposal system, a multi-compartment sink, and plenty of counter space. The intent is that the community kitchen will be an extension of the residents' homes and provide the functionality and comfort needed to foster a thriving community.

Food insecurity is a massive issue for those living in affordable housing, as many families live paycheck to paycheck. During the CPID interview process, community organizations and neighbors expressed the need for easier access to food and the need for access to fresh food and produce. One neighbor described the Gateway neighborhood as a "food desert," especially for fresh produce, and therefore, providing access to fresh foods should be a priority for this project.

Providing a food pantry onsite could help address the food desert and many residents' food insecurities. It must be noted that some residents may not be able to access food at a regularly scheduled event due to work or school conflicts. Also, there can be feelings of stigma and shame associated with receiving food support in such a public way.

Ideally, a pantry for dry food storage and a refrigerator to support this effort would be located inside the community building, in or near the community kitchen. A pantry inside the community building would likely require some management or staffing and set hours of operation, keeping in mind that this might deter some residents from accessing the food due to time conflicts or stigma.

If a pantry within the community building is not feasible due to space or staffing concerns, implementing a food support system based on the 'Free Little Pantry' and 'Free Fridge' movements could provide a less expensive, easier-to-maintain option. The community pantry concept, a central space to collect food and supplies for others in need, could foster community care in the new development. The Free Pantry concept eliminates the need for specific operating hours or regular staffing to distribute food. It also allows for greater flexibility and autonomy for residents and neighbors to access the food whenever

they need it. A model like this encourages sharing amongst neighbors who have extra and building mutual aid opportunities into the fabric of the community. A mutual aid model can begin to involve the community beyond residents by tapping into the support of the larger 'Free Fridge' movement. The Free Fridge and Pantry can also support the community garden by hosting a seed library or exchange between residents and allowing those with surplus produce to share with neighbors that do not have a garden plot or access to the garden.

Barriers such as lack of transportation, shame, and fear can prevent folks from accessing formal food pantries. Food, in general, is a great way to bring community members together, so while the food pantry satisfies the need for better access to food, it is also a vehicle for community-building between residents and neighbors. The CPID recommends the following steps to implement a community-supported food pantry:

1. Designate a space in or near the community building to act as a potential food pantry. The space should be accessible to all residents.
2. Work with resident leadership, such as a resident advisory group, to understand the food needs of the community and build leadership opportunities around maintaining



Community Kitchen - Example of Commercial Cold Storage Unit at Providence Milwaukie's Community Kitchen



Food Pantry - Free Food and Seed Exchange



Community Pantry - Example of Dry Storage Room at Providence Milwaukie's Community Kitchen



Food Pantry - Free Little Fridge

and supporting the fridge and pantry.

3. Connect with community partners to help set up and supply the food pantry.
4. Distribute information to residents regarding the pantry and community guidelines around its uses.

### Potential Partners

- OSU Extension Service
- Marion Polk Food Share
- Shangri-La
- Meals on Wheels

### C. CLASSROOMS & SHARED OFFICES

The inclusion of classrooms and art-friendly spaces in the community building is vital for various programming, including after-school programs, art classes, workshops, and peer support groups. During the outreach process, one of the classrooms was recommended to be a computer lab or technology center with access to desktop computers and free Wi-Fi. Technology is an amenity that not everyone has access to inside their homes. Many partners interested in hosting technology workshops, after-school tutoring, and other services involving a computer also highlighted this recommendation. Potential community partners interested in using these spaces gave the CPID team design recommendations to make these spaces more successful. Access to a countertop and sink, storage, and easily cleanable floors (not carpet) and surfaces are crucial for art classes and STEM programming. Projection and AV equipment and access to reliable Wi-Fi will enable community partners to operate successfully on-site.

In addition to classrooms or conference-type spaces, smaller, private rooms are needed to accommodate critical support services such as mental health. The availability of drop-in office space for community partner organizations onsite is essential for connecting residents to a variety of services. Several potential

community partner organizations expressed interest in hosting office hours if such spaces could be reserved for specific periods during the week. OSU Extension Services' SNAP Ed program is interested in using the office space to help residents sign up for SNAP benefits and enroll in Oregon Health Plans (OHP) and other services. Groups like Shangri-La and the Center for Hope & Safety are interested in using office space for one-on-one counseling and case management meetings. Community partners expressed a need for access to reliable Wi-Fi, AV equipment, and a printer. Additionally, it was recommended that residents be given the ability to reserve an office for their own use, such as a quiet space to study or work.

#### Potential Partners

- engAGE NW
- Salem Public Library
- OSU Extension Service - 4H
- OSU Extension Service - SNAP Ed
- Shangri-La
- Marion County Public Health & Human Services
- Center for Hope & Safety

### D. ON-SITE CHILDCARE

While the CPID was unable to speak directly with childcare providers in the community, below is a quick overview of the childcare space requirements in Oregon for potential planning.

#### Indoor Space

- 35-50 sq.ft. per child (42-50 sq.ft. preferred) of "usable floor space" for the first 12 children and then 50 sq.ft. per child up to 16 children. This excludes floor area used for circulation, staff work areas, offices, storage, furniture, & restrooms.
- (2) Exits
- IF there is a kitchen, it must be separate from child caring areas
- (1) toilet per (15) children,
- (1) sink for every (2) toilets
- Space for storage cubbies to house children's coats, sleeping comforts, an extra change of clothes/shoes, etc.
- Maximize natural daylighting with blackout window coverings for nap time
- Designated activity zones instead of one large open space.

#### Outdoor Space

- 75 sq.ft. per child (using the space at one time). It is possible to stagger outside



Childcare - Gladstone Center for Children and Families



Childcare - Gladstone Center for Children and Families

- playtimes between cohorts, but the space must account for 75 sq.ft. multiplied by 1/3rd of the center's capacity
- 4'h fence around perimeter

#### Potential Partners

- Family Promise
- Family Building Blocks

# Shared Interior Spaces

## E. SENSORY SENSITIVITY SPACES

During the outreach and engagement process, access to “sensory sensitivity spaces” or small quiet spaces came up several times. Providing areas of respite, away from the hustle and bustle of larger community spaces, is an essential component of creating a thriving Community for All Ages. This amenity allows multiple generations to be separate but still together. Conversations with Shangri-La confirmed the importance of these spaces for those dealing with lived trauma and mental health issues. These rooms (or nooks) offer a place where residents can feel safe and a part of the larger community while maintaining a level of comfort and quiet they might need. These spaces can offer several different uses, such as a quiet reading or study space, an area to work away from home, access to a computer, free Wi-Fi and a printer, or simply a place to sit and relax outside of the home. Partners like the Salem Public Library could provide programming such as a small library onsite, where residents can easily check-out books and read quietly. Reading is an opportunity to bridge gaps between generations, essential when developing a Community for All Ages.



Sensory Sensitivity Space - Study & Reading Nooks

### General Recommendations

- Comfortable seating
- Table and chairs
- Access to free Wi-Fi
- Natural light
- Ample light for reading
- Minimize noise

### Potential Partners

- Salem Public Library
- Shangri-La

## F. COMMUNITY LAUNDRY ROOMS

The property’s onsite laundry rooms can be spaces for community-building through design intervention. Providing comfortable and inviting seating in or near the laundry rooms is an easy way to encourage resident interactions and community-building. The hope is to make it a place where folks can enjoy hanging out while waiting for their laundry. Laundry rooms can also be informational hubs, so bulletin boards, fliers, calendars, and signage are good ways to share information throughout the complex. However, it is important to note that some units will have in-unit laundry, so ensuring that information is posted in the community room and hallways is vital to ensure that information is disseminated equitably between all residents.

### General Recommendations

- Sink and countertop access
- Comfortable and inviting seating
- Informational boards
- TV and Wi-Fi access
- Access to books and magazines



Activated Community Laundry Room



Activated Community Laundry Room

## G. SENIOR BUILDING COMMUNITY ROOM

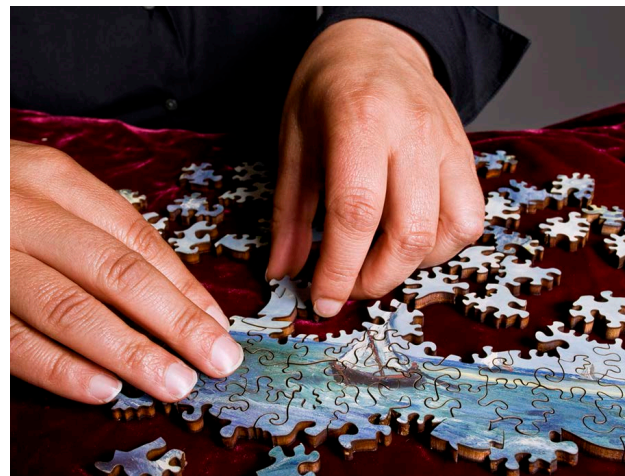
The Senior Building will provide shared community spaces available to the entire community, not just those living in this building. Incorporating a community room, community kitchen, and smaller office spaces will provide additional programming opportunities. Intentional programming in these spaces will create opportunities for intergenerational community-building. For example, a movie theater or screening room, hosting art classes for all ages, and cooking classes, are great ways to draw families and youth to the Senior Building and promote engagement across multiple generations. Finally, the CPID recommends including a couple of offices or semi-private nooks throughout the Senior Building for residents to use for reading, studying, or working outside their unit.

### Potential Partners

- engAGE NW
- OSU Extension Service - 4H
- Marion County Public Health and Human Services
- Catholic Community Services Willamette Valley
- Shangri-La
- Salem Public Library
- OSU Extension - SNAP Ed



Sr. Bldg Community Rm - Small Group Discussion



Sr. Bldg Community Rm - Small Group Activities



Sr. Bldg Community Rm - Group Exercise

## Unit Recommendations

Given the diversity of residents the Gateway project hopes to bring together, providing units that accommodate each and every individual is crucial. While this project will not be able to customize each unit to meet everyone's specific needs, some general recommendations gathered during the outreach process should be integrated into the unit design. Several organizations emphasized the need for a trauma-informed approach to the design. Many families and individuals who will live at the Gateway property are dealing with lived trauma experiences. Trauma-informed design principles can help facilitate the healing process.

Additionally, ensuring that all units, especially in the senior building, are ADA accessible or ADA adaptable is vital for an all-ages and all-abilities community. ADA accessible units are important for seniors and those with disabilities but can also be important in larger units for intergenerational families living together. Shangri-La, an organization that works closely with those with disabilities, emphasized the need for hallways and doorways that are large enough to accommodate mobility equipment (and families with strollers), anti-slip flooring with soft transitions between each room, and door handles that one can open with their elbow or arm.

### General Recommendations

- Trauma-Informed Design Approach
- Abundant of natural light
- Soft colors throughout the units and site
- Minimize noise between units as much as possible
- Bathrooms that are big enough to accommodate at least two people (resident and caregiver)
- Walk-in Showers with built-in benches
- Lips on showers
- Door handles instead of doorknobs
- Wide hallways
- Durable and carpetless flooring
- Minimal step barriers

# Shared Outdoor Spaces

The abundance of green space onsite is important for future residents and the surrounding neighborhood. Currently, the community uses the site to walk their dogs, watch wildlife, and bring their kids to run around. Conversations with neighbors and members of the surrounding HOA, highlighted how important this site was to them. Therefore, maintaining a generous outdoor space that both residents and surrounding neighbors can utilize is important for community-building and works to break down the stigma associated with affordable housing and its residents by inviting in neighbors.

## H. PARK AMENITIES

Access to outdoor recreation spaces is vital for communities' physical and mental wellness. The provision of park amenities onsite for the new and surrounding residents is extremely important. As a welcoming space for residents and neighbors, specific park amenities should be considered, and management should be aware of potential barriers to use or conflicts. Finding ways to create continuity and connection between outdoor program areas can help create a more park-like feel. A viable, ADA accessible walking loop is an essential feature to facilitate this connection. It can also provide safe recreation and navigation opportunities for seniors, people



Park Amenities - BBQ & Picnic Areas



Park Amenities - Built-in Furniture, Games, & Play Equipment



Park Amenities - Public Restrooms



Park Amenities - Water Bottle Refill Stations & Fountains

with limited mobility, and parents with strollers. This walking loop can eventually connect to a walking trail network that extends into the surrounding neighborhoods, physically connecting the site to the broader community.

## General Recommendations

- Benches and seating areas throughout the site
- Public access to restrooms
- Public access to water fountains or outdoor water stations
- Dog clean-up stations and dedicated dog-safe spaces (dog parks)
- All-abilities playground equipment
- Minimal stairs and lips
- Rubber mats around play areas instead of bark chips
- Way-finding signage
- BBQ's
- Fire pits
- Pocket Parks
- Ample lighting at night

## I. COMMUNITY PLAZA

During the engagement process, community members and organizations emphasized the need for a covered outdoor space. The CPID recommends incorporating a covered outdoor area adjacent to the community building. The CPID also recommends that outdoor seating be added to the space to create a central plaza with easily moveable furniture for flexibility in programming. In addition to being an outdoor gathering space, it is another opportunity for community programs such as dancing, exercise, and events. The COVID pandemic has made outdoor gathering spaces a key component in maintaining social ties and community-building. Salem Community Markets highlighted that this outdoor plaza can be used to host an onsite farmer’s market, bringing fresh foods and produce to residents and the surrounding neighborhood. engAGE NW is interested in hosting live music and food events to bring residents and neighbors together.

This covered space will also provide a staging area for the community gardens during the rainy seasons.

### General Recommendations

- Moveable outdoor furniture
- Tables and chairs
- Fire pits



Community Plaza - Weekly Farmers' Market



Community Plaza - Fire Pits & Event Seatings

- Electrical and water hookups

### Potential Partners

- engAGE NW
- Salem Community Markets
- OSU Extension Service - Master Gardener



Community Plaza - Public Amphitheater

## J. PUBLIC AMPHITHEATER

Leveraging the site’s grade change and acting as an extension of the plaza, a public amphitheater in the heart of the Gateway property draws upon public parks as inspiration. Public parks are already recognized as open, public, inclusive, and embedded within neighborhoods. They are also exceptional at making people feel welcome because visitors can make space their own by bringing in food, music, and picnic blankets. Gateway residents and neighbors can use this outdoor space for public events such as concerts, performances, lectures, and informal presentations. When not used for intentional programming, the steps or seats in the amphitheater will provide additional seating for residents and neighbors

who want to sit and enjoy the outdoors, socializing, and hanging out together.

### Potential Partners

- engAGE NW
- Pringle Elementary School

## K. COMMUNITY GARDENS

A community garden onsite will provide opportunities for community-building and education and allow people to grow their own food together. OSU Extension Service has many programs geared towards community gardens and food preservation, such as their Seed to Supper Classes, Jr. Master Gardener, and Master Gardener programs. OSU Extension expressed interest in bringing some of this programming to the site to support the Gateway development’s education and food security goals. Seed to Supper classes teach people how to grow their garden and ultimately use and cook the items they have produced. The Master Gardener program utilizes gardeners in the area to pass on their wealth of knowledge to the community. Master Gardeners are required to volunteer in the community, and there is potential to create gardener office hours or assistance in getting started with a new plot. Additionally, surplus from the community gardens can support the

onsite food pantry or food box program, encouraging sharing and support between residents.

### General Recommendations

Based on community outreach and interviews, the CPID recommends fences around the garden beds to deter wildlife and protect gardens from trampling by children and pets. A mixture of in-the-ground beds and raised beds for ADA accessibility will ensure all residents can use the gardens. We recommend that the property provide tools and soil to residents to eliminate any financial barriers to the community gardens. An adjacent covered area and tool shed or potting shed for safely storing garden supplies and equipment will make the gardening process more user-friendly. We recommend placing the gardens away from the middle of the site to avoid heavy traffic areas and pets. A small greenhouse or seed bank is a necessary addition to the community gardens to store and grow hard-to-find, culturally-specific plants not found in grocery stores.

### Potential Partners

- OSU Extension Service
- Marion Polk Food Share



Community Garden - Fencing at the St. Helens Senior Center



Community Garden - Produce at OSU Extension Service, Clackamas County Garden



Community Garden - OSU Extension Service Master Gardener Greenhouse in Madras, Oregon



Community Garden - Water and Storage Shed

### L. NATURE TRAILS

The South Gateway neighborhood is a thriving community of single-family and multi-family homes and Pringle Elementary School. There is green space and wetlands courtesy of John Miller’s properties, where there are some walking paths and nature trails. Sadly, as highlighted throughout the engagement process, pedestrian infrastructure lacks in the neighborhood, especially along Battlecreek Rd. There is also the need to improve the walking systems to the elementary school. Inspired by John’s vision of improving access to ecological education and conservation in the area, the CPID recommends implementing an interconnected nature trail network that spans through the new Gateway site. This network would connect to the elementary school, the wetlands, and green spaces throughout the community. We also recommend incorporating signage along the trails that informs about the trees, native plants, local ecosystems, and area history. These trails will be an educational opportunity for the community and a fun fitness opportunity that the entire community can enjoy. Partnering with the school and the local community to curate these signs will offer an intergenerational program opportunity for community members across generations to learn together. The inclusion of benches along these paths will provide users areas



of respite and opportunities to continue the wildlife watching that currently takes place in "John's Free Forest." Partnering with Pringle Elementary, the library, and OSU Extension for curating unique intergenerational programs such as building birdhouses in the community center to be placed along the paths honors the existing bird-watching that occurs.

### General Recommendations

- Wide, paved paths for all-abilities accessibility
- Ample benches and areas of respite

### Potential Partners

- Pringle Elementary School
- engAGE NW
- OSU Extension Service
- Salem Public Library



Nature Trails - Handmade Birdhouses



Nature Trails - Highlighting Native Oregon Plants



Nature Trails - Accessible, Meandering Trails



Nature Trails - Interpretive Plant Signage along Trails

# Transportation Advocacy

Transportation is one of the most significant barriers we identified, in Salem, especially in the Gateway neighborhood. Accessing services and support in Salem has become increasingly challenging due to distance and the lack of public transportation options. Conversations with neighbors and local organizations highlighted that while there is a bus stop located directly adjacent to the housing site, service is limited. For example, what would usually be a 10-minute drive takes 1.5 hours by bus and three different transfers. Additionally, neighbors and local organizations described the South Salem and Gateway neighborhoods as “service-deserts,” further highlighting the need for reliable public transportation to connect residents to services and amenities.

The CPID met with Cherriots, the local transit provider for Salem, to discuss possible route extensions and future plans for public transit in the area. Cherriots informed us that they are currently working on rolling out a long-term, 20-year plan for increasing their services and developing more transit infrastructure in the area. This plan will coordinate between transit agencies for the city, county, and district levels. One of the key proponents of this new plan includes the development of a South Salem Transit Center, which will be close to the Gateway development. In conjunction with the new transit center, Cherriots will redesign

existing routes while adding more, especially in the South Salem area, where there are the most prominent gaps in transit.

Cherriots offers a “Shop and Ride” program geared towards seniors. Cherriots will send a bus to pick up residents at their homes and take them to a shopping center, such as Fred Meyer’s, where they can buy groceries or go to the bank. When speaking with Chris French - the Service Planning Manager for Cherriots - we discussed adding the Gateway development into the Shop and Ride program since there will be a dedicated senior building on-site. We also suggested incorporating a Ride Share program on-site to help mitigate car access and the lack of public transit options. Implementing a Ride Share program or organized rides for residents to resources off-site could help eliminate some of the transportation barriers.

## Potential Partners

- Cherriots

The CPID recommends these steps to advocate for transportation opportunities for future residents:

1. Connect with Chris French, Service Planning Manager for Cherriots, to discuss possible route extensions for the immediate future.

2. Collaborate with Chris French and Cherriots to implement their “Shop and Ride” program for seniors on-site.

3. Advocate with the city and Cherriots to implement immediate improvements to transit services in the South Salem-Gateway neighborhoods.

**“The cheapest properties are located on the periphery but they’re so far out there’s no public transportation to reach them.”**

- Chris French, Service Planning Manager,  
Cherriots

# Resident Outreach & Engagement

## AFFIRMATIVE OUTREACH & LEASE-UP

During the lease-up period, the property management company should prioritize marginalized communities to ensure that they receive information and awareness about the new housing option. Frequently, screening questions hinder folks applying for housing, specifically BIPOC groups. Likewise, large deposits and ID requirements deter prospective residents from applying, especially those without legal documentation. These things should be kept in mind to make the application process accessible and equitable to everyone in Salem and Marion County.

## RESIDENT ENGAGEMENT

While the CPID identified multiple program opportunities for future residents, we recommend that CDP and the management team conduct additional outreach and engagement activities (in both English and Spanish) with residents once they have moved in. These activities will allow residents to help identify the most appropriate programming opportunities based on their needs and wants.

We recommend the following steps to develop and integrate community-based programs successfully after residents move in:

1. Site operations staff connect with community organizations identified by the CPID during the design phase to start the relationship-building process and strengthen potential partnership opportunities.
2. Once residents have moved in, host several community-building activities such as open houses and block parties to facilitate relationship-building and ensure a sense of community. Note: offer information and signage for these events in English and Spanish.
3. Employ a public engagement strategy with residents such as resident surveys and interviews to help guide the activities and programming offered to residents.
4. Invite potential community partners to participate in the engagement process where relevant.
5. Use feedback from residents to collaborate and develop the programming priorities for the site.
6. Collaborate with and bring in the various community organizations and partners to provide or support the desired programming.

## OUTREACH PARTNERSHIPS

- Salem for Refugees
- Mano-a-Mano
- Black Joy
- Salem-Keizer Coalition for Equity

**“to be able to go through and walk and talk to people and see how it functions as a place to help people have a stepping stone to something better than what they’ve had as an opportunity before”**  
[on his goals for the development]

– John Miller



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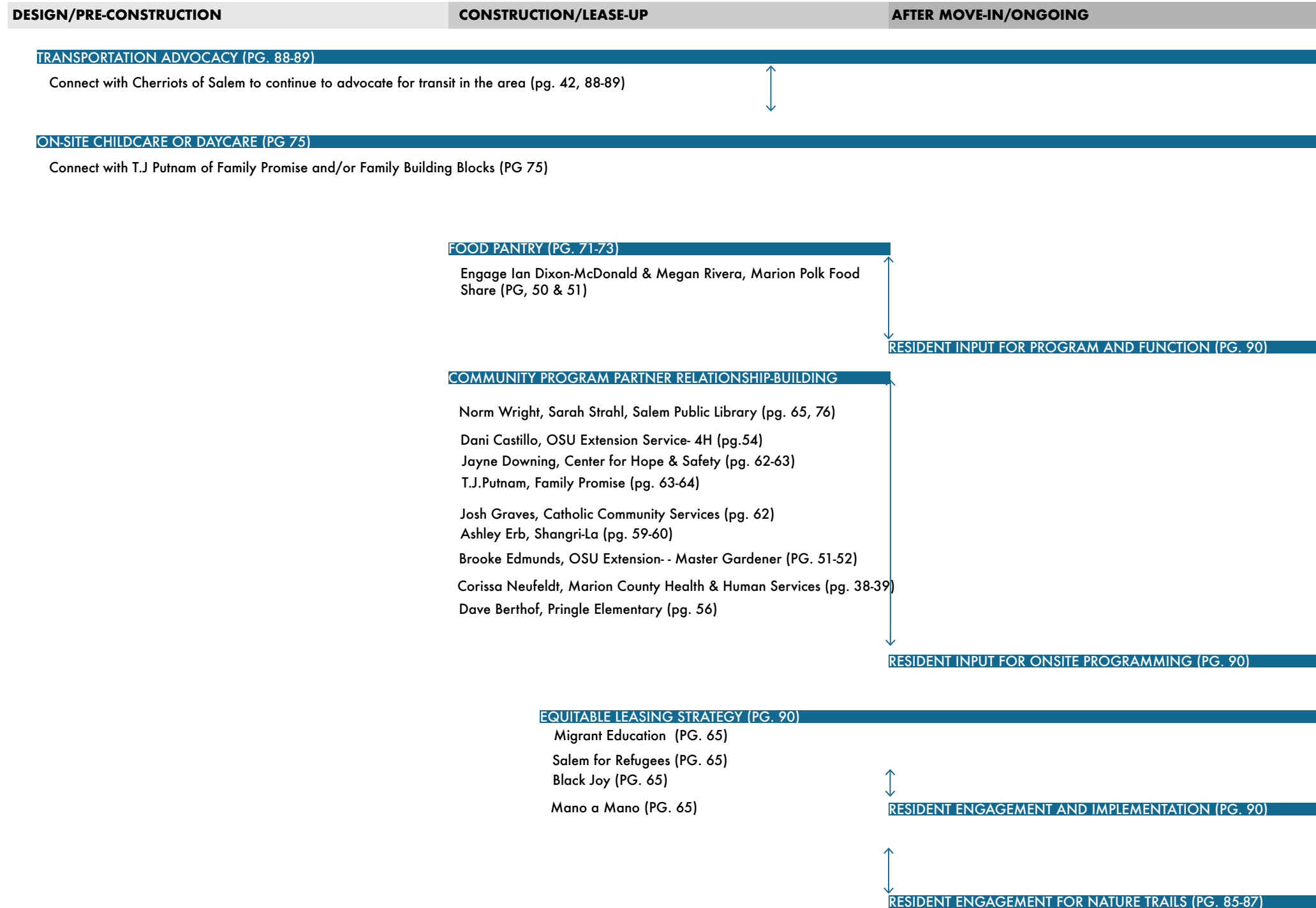
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# Engagement Action Plan



# Meeting Log & Contact Info

Type	Business/Organization	Contact	Number	Email	Notes
Arts and Education	Salem Public Library	Norm Wright, Community Development Director	503-588-6173	nwright@cityofsalem.net	City of Salem Public Library Contact Page: <a href="https://www.cityofsalem.net/Pages/contact-the-library.aspx">https://www.cityofsalem.net/Pages/contact-the-library.aspx</a>
Arts and Education	Salem Public Library	Sarah Strahl, City Librarian		sstrahl@cityofsalem.net	Norm recommended Sarah as a great connection at the library. She has a lot of experience with the Salem Public Library and knows the area and people well. Reconnected with Norm 10/4 - Library does not have capacity to partner with housing site right now, will circle back in Novemeber-December
Arts and Education	Pringle Elementary School	Dave Bertholf, Principal		DBERTHOLF_DAVE@salkeiz.k12.or.us	Interested in hosting after school programs, music and arts classes, and intergenerational mentorship and volunteer mentorship programs.
Arts and Education	OSU Extension Service Marion County - 4H	Dani Castillo Josh Davalos		josh.davalos@oregonstate.edu	
Community Members	Neighbors	Sara Wilkes, Mike Wilkes, Mindy Merritt		mwilkes@gmail.com	Met with neighbors of the site who shared their experiences and hopes for the new development.
Community Members	Neighbors	John Miller		john@wildwoodco.com	Met with John at his office then toured the neighborhood and site with him.
Community Services	Center for Hope and Safety	Jayne Downing	503-378-1572	info@hopeandsafety.org	Shelter and support for domestic violence survivors, sexual assault survivors, and stalking & human trafficking.
Community Services	City of Salem	Eunice Kim		ekim@cityofsalem.net	Eunice is a city planner for the City of Salem and may be able to provide design insights based on her experience with the community. Carly recommended her as a contact.
Community Services	Family Promise Willamette Valley		503-370-9752	<a href="mailto:info@familypromisemwv.org">info@familypromisemwv.org</a>	Focus on helping families with children who are experiencing homelessness. They offer preventive help (assistance with housing costs & rent), emergency shelter services, financial literacy classes, shelter for pets whose families are housed in the shelter.
Community Services	Catholic Community Services	Josh Graves, CEO Marci Holmes, Exec. Coordinator for Josh Graves	503-485-8977 (Office) 971-719-0574 (Marci Cell)	JGraves@ccswv.org MHolmes@ccswv.org	Faith-based social services; prioritize children, families and those with disabilities; work across mental health, affordable housing, foster system, health, and financial wellness.
Community Services	Shangri-la Oregon	Ashley Erb, Dir. of Community Engagement	503-581-1732	ashley.erb@shangrila-or.org	Support organization for those with mental and physical disabilities. Programs include residential and outpatient services, day-activities, job training and employment services.
Equity	Salem For Refugees	Doug and Anya Holcomb	503-714-1339	anya@salemforrefugees.org	Organization who works with community partners in Salem to help resettle refugees.
Food	OSU Extension Service Marion County - Snap-Ed	Carly Kristofik		carly.kristofik@oregonstate.edu	
Food	OSU Extension Service Marion County - Master Gardener	Brooke Edmunds		brooke.edmunds@oregonstate.edu	
Community Members	City Council Member	Sally Cook		scook@co.marion.or.us sprior@co.marion.or.us	Connected with Sally Cook - began with miscommunication about our project goals but conversation was positive, however, light on possible opportunities for the site. Invite to next scheduled feedback event. Sierra Prior is the Community Health Improvement Plan Coordinator for MCPH.
Health & Wellness	Marion County Health and Human Services	Corrisa Neufeldt Susan Mclauchlin		CNeufeldt@co.marion.or.us, SMclauchlin@co.marion.or.us	Interested in doing mobile, pop-up clinics.
Public Transportation	Cherriots of Salem	Lisa Carigan, SSC Representative Chris French, Planning Manager		lisa.carigan@cherriots.org, Chris.French@cherriots.org	



# Amenities

Zone: RM2 Multi-Family Residential 2												
Amenity	Placement	Location	Space Needs	Equipment Needs	Additional Notes	Allowable Use (Chapter 514.005)	Community Preferred	Precedent	Recommended by CBO	Contact	Asset	Services Offered
Amphitheater	Outdoor		ADA accessible spaces, centrally located?		Live music events	Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Art Studio (painting, drawing, crafts, & pottery)	Indoor	Community Center	Multi-purpose room, Ample countertop space, Storage for easels & art supplies. Possibility to expand hall to act as gallery. EngAge has specific space and adjacency requirements.	Commercial Sink with trap, Tables, Easels, Art Supplies	Office for one-on-one services	Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt - arts based
Art Studio (painting, drawing, crafts, & pottery)	Indoor	Senior Building	Multi-purpose room, Ample countertop space, Storage for easels & art supplies	Commercial Sink with trap, Tables, Easels, Art Supplies		Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Bathrooms	Indoor	Community Center	Larger than ADA minimum standards to allow for both user AND their caregiver						Shangri-La	Ashley Erb, Dir. of Community Engagement	Community Services, mental and disabled support services, homeless services	Residential and outpatient services, day activities, job training & employment services
Bee Hotels	Outdoor	All Site	Adjacent Community Gardens		Native pollinators, Plan for interest and flowers year-round	Parks and open space (P)			OSU Extension Services - Master Gardening	Brooke Edmunds	Food, Education	Master Gardener program, Seed to Supper program, volunteers, OSU ext. provides instructors
Childcare	Indoor & Outdoor	Community Center	<b>Can Community Center accommodate later phase conversion?</b> State Requirements: <b>INDOOR SPACE 35-50 sq.ft. per child (42-50 sq.ft. preferred)</b> of "usable floor space" for the first 12 children and then 50 sq.ft. per child up to 16 children. This excludes floor area used for circulation, staff work areas, offices, storage, furniture, & restrooms. There must be (2) exits. IF there is a kitchen, it must be separate from child caring areas and should have facilities for dishwashing (commercial dishwasher and 3-compartment sink), storage, and food preparation. If there is not a kitchen available, parents can prepare at home and bring their child's meals/snacks for the day or the facility can have them catered. There must be (1) toilet per (15) children and (1) sink for every (2) toilets. <b>OUTDOOR SPACE 75 sq. ft. per child</b> (using the space at one time). It is possible to stagger outside playtimes between cohorts but the space must account for 75 sq.ft. multiplied by 1/3rd of the center's capacity. There must be a 4'h fence around the outdoor space.	Personal recommendations from Danette's observations at local childcare centers: 1. Include handwashing sink in the childcare area(s) (also can be used to refill waterbottles throughout the day). 2. Include space for cubbies to store children's coats, sleeping comforts, an extra change of clothes/shoes. 3. Maximize natural daylighting with blackout window coverings for naptime. 4. Create designated activity zones instead of one large open space.	TJ noted that childcare is a major gap in the area			<a href="https://nrckids.org/cfoc/database/5.1.2.1">https://nrckids.org/cfoc/database/5.1.2.1</a> Indoor Space: <a href="https://oregon.public.law/rules/oar_414-300-0140">https://oregon.public.law/rules/oar_414-300-0140</a> , Outdoor Space: <a href="https://oregon.public.law/rules/oar_414-300-0150">https://oregon.public.law/rules/oar_414-300-0150</a> .	Family Promise	TJ Putnam	Families, youth	Family and youth homelessness prevention and support services
Classroom	Indoor	Community Center	Space to accommodate 30 people, Floor space for group activities. 1,000sqft	Tables & Chairs, Screen & Projector, Free WiFi	STEAM-based programs/classed including robotics, coding, podcasting/reporting, dungeons & dragons (designed to connect kids with similar interests and provide mentorship/support)	Recreational and cultural community services: All other (C); Basic education (S)			OSU Extension Services - 4H	Dani Castillo-Davalos	Youth, Education	Youth education opportunities, extracurricular activities, volunteers (currently 600 kids registered in Salem area)
Classroom	Indoor	Community Center	Space to accommodate 12-15 people. appx. 820 sq. ft.	Tables, Chairs, White boards					OSU Extension Services - Master Gardening	Brooke Edmunds	Food, Education	Master Gardener program, Seed to Supper program, volunteers
Classroom	Indoor	Community Center	Room large enough to accomodate 10-15 people/kids, Storage	Tables, Chairs, White boards	After-school programming	Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt - education
Classroom	Indoor	Community Center	Space to accommodate 20 people	Tables, Chairs, AV Equipment					Shangri-La	Ashley Erb, Dir. of Community Engagement	Community Services, mental and disabled support services, homeless services	Residential and outpatient services, day activities, job training & employment services
Community Gardens	Outdoor	All Site	Community Garden Plots, Covered staging area	Garden shed for tools, gardening tools, water access	Do not put garden beds in high foot-traffic areas. Do not put garden beds directly next to buildings as it will block sunlight. Beds directly on ground with raised beds for ADA access.	Parks and open space (P)			OSU Extension Services - Master Gardening	Brooke Edmunds	Food, Education	Master Gardener program, Seed to Supper program, volunteers

Community Gardens	Outdoor	All Site	ADA accessible spaces, centrally located?			Office for one-on-one services	Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Community Kitchen	Indoor	Senior Building	Commercial kitchen for 5-10 people for cooking classes and preparation of group meals	Commercial-grade appliances				yes/MOU	Cascadian Terrace, PDX	engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Community Kitchen	Indoor	Community Center	Demonstration/teaching kitchen for cooking classes	Commercial-grade equipment		In collaboration with OSU Master Gardener Program				OSU Extension Services - SnapED	Carly Kristofik	Food, Education	Educational, Low-cost culinary classes
Community Kitchen	Indoor	Community Center	Commercial kitchen for 15-20 people for cooking classes and preparation of group meals	Commercial-grade appliances						Shangri-La	Ashley Erb, Dir. of Community Engagement	Community Services, mental and disabled support services, homeless services	Residential and outpatient services, day activities, job training & employment services
Community Kitchen (Demonstration)	Indoor	Community Center	Similar to Community Kitchen but with fewer stovetops/cook stations	Commercial-grade appliances						OSU Extension Services - Master Gardening	Brooke Edmunds	Food, Education	Master Gardener program, Seed to Supper program, volunteers
Computer Lab	Indoor	Community Center	Room large enough to accommodate 10-15 people. Storage	Tables, Chairs, White boards		Office for one-on-one services	Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt - education
Conference Room	Indoor	Community Center	Larger room to accommodate group activities	Chairs, folding tables?			Nonprofit membership assembly (C)			Catholic Community Services of the Willamette Valley	Josh Graves, CEO Marci Holmes, Exec. Coordinator for Josh Graves	Mental & physical disabilities, Family & Youth Services, Affordable Housing (own/develop own properties)	Mental Health, Affordable Housing, Foster System, Financial Wellness
Conference Room	Indoor	Community Center	Private Room to accommodate 12-15 people	Tables, Chairs, AV Equipment		Ashley noted that Salem Housing Authority has a great example that they use				Shangri-La	Ashley Erb, Dir. of Community Engagement	Community Services, mental and disabled support services, homeless services	Residential and outpatient services, day activities, job training & employment services
Conference Room	Indoor	Community Center	Meeting room to accommodate 12-15 people				Nonprofit membership assembly (C)			South Salem Connect	Jennifer Palanuk	Community Services, nonprofit collaboration	Resident and community resources, volunteers
Dog Park / Off-leash area						"John's Free Forest" used as a dog-walking area by existing neighbors				South Gateway Neighborhood Association - (meeting on 11.11.21)			
Fitness Studio/Rec Room	Indoor	Senior Building	Enough space for group exercise classes					yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Food Share	Indoor	Community Center	This can be as simple as a large empty room that is flexible to house rolling racks/shelving and refrigerators	Several electrical outlets and dedicated circuit, Commercial refrigerators and freezers (glass door fronts are very nice to have), Good waste disposal system, 3 compartment sink		They distribute the food only (primarily bulk/shelf-stable)	Recreational and cultural community services: All other (C)	yes/MOU		Marion Polk Food Share	Jared Hibbert-Swanson	Food, Education	Distributes food to partnering organizations, primarily bulk/shelf-stable
Food Share (Mobile Pantry)	Outdoor	Parking Lot	Smaller room to store excess food (they do not take excess back with them)			They distribute the food only (primarily bulk/shelf-stable)	Recreational and cultural community services: All other (C)	yes/MOU		Marion Polk Food Share	Jared Hibbert-Swanson	Food, Education	Distributes food to partnering organizations, primarily bulk/shelf-stable
Library (Book Vending Machine)	Indoor	Community Center	200, 500, or 1000 item units (200-item vending machine is approx. \$75,000)	DIMS?		Takes less staff time and allows for browsing				Salem Public Library	Norm Wright	Community Services, Education	200 books on-demand. Books returned to the vending machine are immediately available for checkout, Library staff to refresh the collection monthly
Library (Lockers)	Indoor	Community Center	17-space locker (approx. \$10,000)	17-space locker = 40" wide x 80" high x 25"deep x		Library staff would run a daily report and bring materials to the lockers 3x/wk. Staff would need to set aside time to fill & transport holds (4-hrs)				Salem Public Library	Norm Wright	Community Services, Education	Similar to Amazon and Walmart Lockers. Used for picking up holds or reserved books
Library (Mobile Unit)	Outdoor	Parking Lot	Fun way to activate outdoor spaces	Flat, accessible space (dims/# of parking spaces)?						Salem Public Library	Norm Wright	Community Services, Education	Trailer/Unit on Wheels
Library (Pop-up)	Indoor	Community Center	Shelves filled with books, Shared reading areas, Nooks for quiet space	Indoor shelving unit to house collection. Size depends on resident demand.		Library staff would need time to curate the collection and bring books to the location (8-hrs monthly)	Recreational and cultural community services: libraries (P)			Salem Public Library	Norm Wright	Community Services, Education	Library staff brings a collection of books onsite checked out on an institutional card. Patrons use books on-demand and return when done. Collection refreshed monthly.

Market	Indoor	Community Center	Small neighborhood market offering fresh produce			Neighbor commented that this area is a food desert and must drive to Safeway or Walmart for fresh food				South Gateway Neighborhood Association - (meeting on 11.11.21)			
Mobile Health Clinic	Outdoor	Parking Lot	How much room for mobile unit?	Electricity hook-up? Designated parking spots		Shangri-la is interested in having a mobile health clinic on-site				Shangri-La	Ashley Erb, Dir. of Community Engagement	Community Services, mental and disabled support services, homeless services	Residential and outpatient services, day activities, job training & employment services
Pickleball courts or paddle tennis courts (1/2 size of tennis courts)	Outdoor	All Site	ADA accessible spaces, centrally located?			Office for one-on-one services	Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Private Room (Reservable)	Indoor	Community Center	Office-type space for one-on-one services	Table, Chairs						Catholic Community Services of the Willamette Valley	Josh Graves, CEO Marc Holmes, Exec. Coordinator for Josh Graves	Mental & physical disabilities, Family & Youth Services, Affordable Housing (own/develop own properties)	Mental Health, Affordable Housing, Foster System, Financial Wellness
Private Room (Reservable)	Indoor	Community Center	Small room that residents can reserve to meet with their case worker	Table, Chairs						Shangri-La	Ashley Erb, Dir. of Community Engagement	Community Services, mental and disabled support services, homeless services	Residential and outpatient services, day activities, job training & employment services
Public Plaza	Outdoor		Area to formalize community events			Area for community events to break down barriers and stigmas				Neighbors	Mindy Merritt & Sara Wilke		
Public Plaza	Outdoor		ADA accessible spaces, centrally located?			Community bbq's, potlucks, live music events, etc.	Nonprofit membership assembly (C)	yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Quiet Space	Indoor	Community Center	Designated quiet space or sensory sensitivity space / area of respite from the activities on-site	Comfortable Chairs, Good lighting						Shangri-La	Ashley Erb, Dir. of Community Engagement	Community Services, mental and disabled support services, homeless services	Residential and outpatient services, day activities, job training & employment services
Reading Nooks	Indoor	Senior Building	Small/quiet reading room/nooks that feel 'homey'	Comfortable Chairs, Good Lighting				yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Screening Room/Small Movie Theater	Indoor	Senior Building	Large enough for 20 people	Nice/comfortable chairs, Surround Sound, Large Screen & Projector		Strategically placed in the Senior Building to promote intergenerational use		yes/MOU		engAGE NW	Tim Carpenter	CFAA	CFAA Program Mgmt
Splash Pad	Outdoor		Integrate ADA splash pad into current site design			Neighbor commented that the splash pad at Bennett Park is very popular and overcrowded, this would be a nice addition to the neighborhood				South Gateway Neighborhood Association - (meeting on 11.11.21)			
Transit Stop													
Walking Trails	Outdoor					"John's Free Forest" used as walking trails (especially for dogs) by existing neighbors				Neighbors	Mindy Merritt & Sara Wilke		

# Community Kitchen Research Notes

## Providence Milwaukie Community Kitchen



Cooking



Cleaning



Seating



ADA Seating



Dry Storage



Cold Storage

### Summary

Providence community kitchen is managed by Providence staff and volunteers. An Oregon Food Bank trained instructor teaches nightly cooking classes to 10-12 students. There is also a community pantry open daily. Providence receives a large amount of their donations from Bob's Red Mill, Pacific Foods & OFB. A dry storage room and cold storage commercial refrigerators and freezers make receiving these donations possible.

### Kitchen Notes

#### Cooking

- (1) gas range, (1) electric range, (1) microwave
- Hotplates used if extra cook tops needed
- Large hood with water hoses for fire
- Fire extinguisher directly next to stove

#### Cleaning

- No dishwasher, 90-second sterilizer only
- Separate hand-washing station
- (1) hand washing sink
- (1) double-well dish washing sink

#### Storage

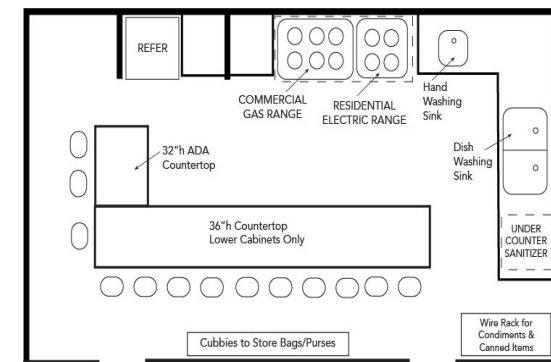
- Dry Storage Room (approx. 12'x12')
- Cold Storage Room (approx. 8'x12')

#### Layout & Materials

- 36" counter height (10 stools with backs)
- ADA counter height (4 sturdy chairs)
- Quartz counter tops throughout

### Take Aways

- (2) ovens is ideal
- Allow space around sink (it gets crowded)
- Slope counter top into sink on one side
- Open shelving/drawers for convenience
- Space for garbage/recycle/compost
- Commercial faucet with extension hose
- Plenty of dry and cold storage for donations
- Area that is ADA accessible



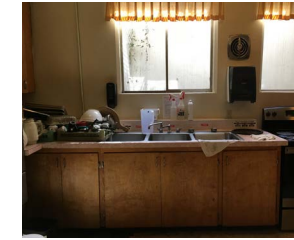
General Layout - Not to Scale

In 2018, the CPID visited three community kitchens and one demonstration kitchen for a communal kitchen being implemented into the remodel of a CDP property in NE Portland, Oregon. Areas of study included cooking, cleaning, layout, materials, storage, and programming. This research is included for Salem-Gateway to help fill any programming or specification gaps in the Community Outreach.

## Leaven Community Center Kitchen



Cooking



Cleaning



Cleaning



Cleaning & Prep



Refrigeration & Garbage



Pass Through & Storage

### Summary

Leaven community kitchen is managed by seven different local organizations who use the space throughout the week. There is one person who oversees the calendar and keeps track of the events. The kitchen is large and functions nicely. It was mentioned on the tour that two ranges is ideal (which they recently purchased instead of (1) commercial range, with money from a grant). The biggest complaint is the need for a larger refrigerator.

### Kitchen Notes

#### Cooking

- (2) residential grade ranges
- No hood
- (1) microwave

#### Cleaning

- Jackson dishwasher (hard to service)
- (1) hand washing sink
- (1) triple-well dish washing sink

#### Storage

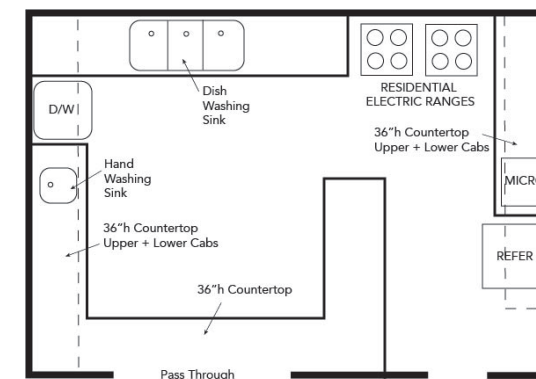
- (1) regular sized refrigerator
- Space for spices & condiments
- Colanders, big pots & baking sheets
- Canning supplies
- Closed shelving & drawers

#### Layout & Materials

- 36" counter height
- No ADA counter height
- Large garbage can in middle of room

### Take Aways

- Designate space for garbage, recycle
- Designate space for compost
- (2) ovens is ideal



General Layout - Not to Scale

## Central Lutheran Church Kitchen



Cooking



Cleaning



Open Shelving



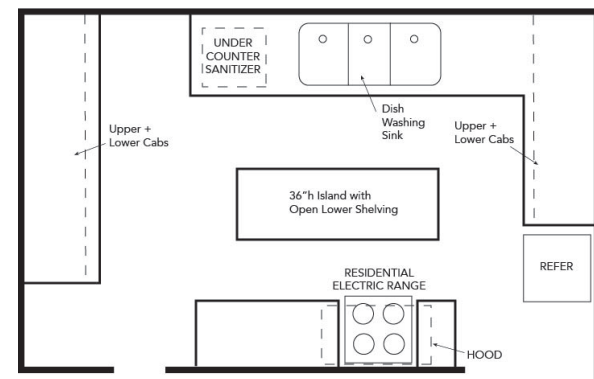
Layout & Refrigeration



Layout & Storage



Layout & Storage



General Layout - Not to Scale

### Summary

Central Lutheran has a nice, big kitchen that is extremely under used. The kitchen is managed by church staff and used primarily for Sunday coffee/pastries. The hood in the kitchen does not work so they cannot use the stove for cooking. Most events hire outside caterers to bring in the food because of this.

### Kitchen Notes

#### Cooking

- Events mostly catered at this facility
- No working hood so they cannot fry/sautee, mostly use the kitchen to bake & warm food
- (1) Residential range
- (1) Microwave

#### Cleaning

- (1) Triple-well sink
- (1) Sterilizer

#### Storage

- (1) Regular sized fridge
- (1) Small freezer
- Upper & lower cabinets, some lower cabinets with open shelving

#### Layout & Materials

- Laminate counter tops throughout
- Center island
- Marmoleum flooring
- Pass through

### Take Aways

- Large coffee maker
- Recommended a refrigerator with glass doors
- Include a lower counter height burner (ADA and for making large pots of soup)
- If cabinets all have doors, include labels
- Floor mats in front of sink area
- Open shelving for convenience

## Sur La Table Demonstration Kitchen



Cooking



Cooking



Baking & Open Storage



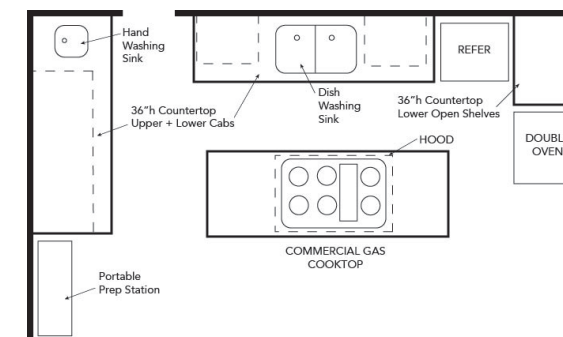
Cleaning



Refrigeration



Portable Tables



General Layout - Not to Scale

### Summary

While Sur La Table is not an actual "community kitchen," it is used as a precedent to see how a busy demonstration kitchen is laid out. This kitchen boasts all the amenities (large hood, large commercial range, double ovens and a nice fridge). Stainless counter tops are great for wet areas around the sinks (with under-mounted sinks preferred). However, stainless scratches easily and granite or butcher block counter tops are recommended on the center island.

### Kitchen Notes

#### Cooking

- (1) Commercial range
- (1) Large angled mirror above stove
- (1) Large hood
- (2) Stacked ovens, separate from stove

#### Cleaning

- Dishwasher OR Sterilizer located in BOH
- (1) Double-well dish washing sink
- (1) Hand washing sink

#### Storage

- Mix between open and closed cabinets
- Vertical baking sheet storage solution
- Also note the open drawer system
- Mix of upper and lower cabinets

#### Layout & Materials

- (2) portable tables with butcher block top
- Stainless counter tops throughout

### Take Aways

- Extra portable tables for prep
- Canisters on counter top with cooking utensils
- Chalkboards
- Commercial faucet with extension hose
- Separate double oven is ideal
- Large hood
- Floor mats in front of sink area
- Stainless counter tops

# Salem Community Market Matrix

New Market Matrix					
	<i>The mission of this market is to:</i>				
	Task	Minimum Viable Number	Results	Methodology	Reason
Location	Vending Lot Space	8,000 to 10,000 Sq. Ft.	Yes	Measurement	Minimum Size Space for 25 vendors pedestrian spaces
	Proximity and Visibility from Thoroughfare	Must be visible from major street or intersection	Yes	Car count of street or combine intersection	Why markets fail
	Surrounding Location Median Housing Value/Median Rent	Median Housing Value is \$160,000/Median Rent is greater than 650	Yes	zwillow.com values report	SSM Median used as current baseline
	Zip-Code Demographic	45% above age 25, marriage rate is above 50% some college or above 24%	Yes	zipskinny.com report	A Profile of Farmer's market Consumers and the Perceived Advantages of Produce Sold at Farmers Markets
	Parking Capacity	75	To be determined	Measured	Based on a projection of 25 spaces for vendor parking and sufficient space for 2-3 customers per vendor
	Entertainment Capacity	Space and permission for live performance	Space - Yes	Inquiry	Why Markets Fail
	Hours of Use	10-12 Hours during peak shopping times	To be determined	Inquiry	Based on time use by current markets.
	Future Building Plans	Are there plans for the location in the next 4 years and the surrounding area that affect its viability as a market?	No	Inquiry	

	Existent Pedestrian Traffic	Yes/No	From clinic and local businesses	Inquire with current businesses or organizations.	For use in event that market space is insufficient to develop sufficient traffic.
	Competition	Is the market within 12 mile radius of an active market on the same day (including SSM markets). Is the market within a 32.4 mile radius of larger markets on the same day?	No	Map against current known markets and locations. 12 mile radius is relevant for determining customer base, 32.4 mile radius for vendor radius.	Mapping Competition Zones for Vendors and Customers in U.S. Farmers Markets
<b>Budget</b>	Cost Per booth space	\$35 - cost may be offset by sponsor/business/community donations for 1st season incentive	Proposed	Based on requested rent and amortized operating costs for term of operation.	Based on Monday Market operational requirements
	Staffing Cost	\$3,000-5,000 depending upon # of markets	Proposed		Based on Monday Market operational requirements
	Advertising Cost	\$250	Proposed - depends upon business contribution		Based on Monday Market operational requirements
	Equipment (Market operating costs)	\$ 0 - would utilize equipment fro other markets	No		
	New Market Development Fund Balance	Balance is one year staff, advertising, equipment cost minus any grants or sponsorship monies.	To be determined	The committee wants to ensure that existing markets do not see operating monies reallocated to a new market.	Expect for market to fail to break even for at least 2 years.
	Sign Cost	\$200	Proposed		

<b>Membership</b>	Membership Survey	Vendors willing to attend (=yes) is equal to or greater than 25	To follow	Member Survey of total membership using surveymonkey.com	Why Markets Fail
	Incentives	Point or financial incentives for support/Improved standing for new market	To be determined	Vendors start-up costs in new area requires incentives for new vending.	
	Member Restrictions	Yes/No	Yes - similar limitations to Monday market - to be determined	Are any of our members restricted from vending at the location?	
<b>Administrative</b>	Staffing	We need to hire a new .5 FTE	Goal would be to extend hours to existing staff	Based on research, market operation will require 10 hours market work and 10 hours office work	Enhancing the Success of Northwest Farmers' Markets An Executive Summary
<b>Community</b>	Organizational Support	At least 2 organization offer support for the market	Yes	To ensure new markets have community support and to insure against one organization withdrawing support.	Enhancing the Success of Northwest Farmers' Markets An Executive Summary
	Sign Restrictions	There are no restrictions on signage	No	Sign restrictions severely limit visibility and must be lifted.	
	Local Enthusiasm/Niche	Survey from County Clerk Voting Role of 150 random households with 55% answering yes.	To be determined	This allows for no-answers and a general enthusiasm of 60% with a margin of error of +-5%	
<b>Atmosphere</b>	Set-Up	Is the space conducive to developing a set-up that allows for conversation (e.g. bowling alley, horseshoe, etc.) Is there seating?	Yes - city park greenway w/no existing seating	Space Walkthrough	Farmers Markets: Success, Failure, and Management Ecology
	Pet Friendly	Is the space open to pets and families?	Pets - to be determined Families - Yes	Inquiry	Farmers Markets: Success, Failure, and Management Ecology
	Entertainment	Is the space available for music and entertainment?	Yes - available, need permission from City	Inquiry	Farmers Markets: Success, Failure, and Management Ecology

**Recommendations:**



# Salem Library Locker Specifications

Locker Size	Number of Doors	Size (H, W, D)
Small	13	4.33 x 14 x 24"
Medium	2	9.45 x 14 x 24"
Large	2	20.28 x 14 x 24"
Total	17	

