



Homes • Jobs • Environment • Parks • History • Schools • Transportation • Services

Morningside Neighborhood Plan

Salem, Oregon
May 28, 2014

MORNINGSIDE NEIGHBORHOOD PLAN

ACKNOWLEDGEMENTS

Salem City Council

Anna Peterson (Mayor)

Warren Bednarz
Chuck Bennett
Rich Clausen
Dan Clem

Diana Dickey
Brad Nanke
Laura Tesler
Sheryl Thomas

Salem Planning Commission

Sheronne Blasi
David Fox
Rich Fry
Sharon Guyer

James Lewis (Chair)
Jean Palmateer
David Williams

Morningside Neighborhood Executive Board

Janet Bubl
Lloyd Chapman
McKenzie Farrell
Larry George (through May '13)
Sam Hall
Tina Hansen
Geoffrey James
Robert Krebs
Keith Kueny
Michael Lindley

Alan Meyer
Muriel Meyer
Chap Milbank
Mike Mitchell
James Santana (through July '12)
Pamela Schmidling (Chair)
Tony Soren (through Nov. '11)
Alan Tocchini
Bennie Yows

Citizen Participants

Marcus Berlin
Jason Brandt
Rep. Kevin Cameron
Nacole Cavette
Justin Cavette
Steve Dickey
John Drager
Justin Ego
Pastor Ken Engelking
Mike Erdmann
Lee Floyd
Randy Floyd
Roy Hall
Matt Harrell
Levi Herrera-Lopez
Kenneth Hetsel

Hollis Hilfiker
Jackie Hilfiker
Craig Hobbs
Carol Jones
Ken Karnosh
Claire Killbrew
Jeffrey Knapp
Jeff Leach
Tracy LeFebure
Doug Lethin
Melissa Lindley
Joan Lloyd
Jill Loewen
Julie Mather
Paul Mather
Nancy McDaniel

MORNINGSIDE NEIGHBORHOOD PLAN

Leah McMillan
Susan Mead
Tami Meyers
Judith Moore
Eldo Murphy
Janet Murphy
Tony Nielsen
Murray C. Nunn
Robert Nunn
Bob Petersen
E.T. Roberts
Alan Roodhouse
Parviz Samiee
Paul Schaffer
Viola Schaffer
Mary Schmidgall

Chuck Sides
Julie Singer
James Sinks
Grace Smith
Guy Sparkman
Earl Strausbaugh
Bob Tompkins
John Trelstad
Sandie Trelstad
Bob Tribotti
Jeffrey Tross
Deb Vaughn
Steve Ward
Dick Werder

Barney & Worth, Inc.

Libby Barg, Senior Associate
Toni Flitcraft, Research Associate
Clark Worth, Principal

City of Salem

Vickie Hardin Woods, Director, Community Development Department (ret. June '13)
Glenn Gross, Urban Planning Administrator / Interim Director, Community Development
Jason Richling, Project Manager, Planner II

Other Contributing Staff

Mark Bectel, Parks and Transportation Services Manager
Barry Buchanan, Senior Utilities Planning Engineer
Robin Bunse, Engineering Technician
Jill Corcoran, Economic Development Project Coordinator
Kimberli Fitzgerald, Senior Historic Planner
Patricia Farrell, Natural Resources Specialist
Alan Kessler, Technology Support Analyst
Judith Johnduff, Transportation Planner
Nitin Joshi, Water and Environmental Resources Manager
Keith Kever, Parks Superintendent
Ralph Lambert, Senior Project Manager
Tony Martin, Assistant City Traffic Engineer
Lyle Misbach, Development Services Engineer
Jon Nottage, Stormwater Quality Supervisor
Clifton Serres, Assistant City Engineer
Julie Warncke, Transportation Planning Manager
Andrew Wilch, Housing Administrator

MORNINGSIDE NEIGHBORHOOD PLAN

Mid-Willamette Valley Council of Governments

Leslie Hegewald, GIS Analyst

Oregon Department of Transportation

Dan Fricke, Senior Transportation Planner
James T. (Tim) Potter, Area 3 Manager

Pringle Creek Community

Margaret GanderVo, Manager
Jane Poznar

Table of Contents

Acknowledgements.....	i
Table of Contents.....	iv
Chapter 1 – Introduction	1
Chapter 2 – Neighborhood Vision and Profile	7
Chapter 3 – Land Use & Urban Design	15
Chapter 4 - Neighborhood Heritage	29
Chapter 5 – Transportation	30
Chapter 6 – Parks, Recreation and Open Space	37
Chapter 7 – Sustainability and Environmental Quality	44
Chapter 8 – Public Facilities and Community Services	48
Chapter 9 – Opportunity Areas.....	50
Generalized Land Use Map.....	66
Conceptual Land Use Map.....	67
Glossary of Terms.....	68
Bibliography	71

Appendices

Chapter 1 - INTRODUCTION

PURPOSE

The purpose of the Morningside Neighborhood Plan (Plan) is to communicate a broad range of issues that are important to the neighborhood, and to provide detailed goals, policies and recommendations to guide and inform decisions affecting the neighborhood with regard to livability, land use, development, public facilities and economic growth. The Morningside Neighborhood Plan is the product of collaboration and input from a diverse assemblage of property owners, residents, business operators and community stakeholders. The neighborhood planning process was widely advertised and provided substantial opportunity for interested parties to participate at all stages of plan development. The Plan is intended for use by all those who have interest in the character, livability and future development of the Morningside Neighborhood, including but not limited to local officials; development interests; state, county, regional and federal agencies; business operators; neighborhood and community groups and citizens of all backgrounds.

"Never doubt that a small group of thoughtful, committed, citizens can change the world.

Indeed, it is the only thing that ever has."

-- Margaret Mead

The goals, policies and generalized land use map of the Morningside Neighborhood Plan are components of the Comprehensive Plan, and the neighborhood plan serves as the guiding document for the neighborhood association's recommendations to City boards, commissions or outside agencies. Likewise, the neighborhood plan shall be taken into account by City boards, commissions and agency staff in making any decision or recommendation which would affect the Morningside Neighborhood. The City Council may consider the neighborhood plan before making any final decision as to the acquisition, construction or improvement of public facilities in the neighborhood.

RELATIONSHIP TO THE COMPREHENSIVE PLAN

The goals, policies and generalized land use map contained herein are components of the Comprehensive Plan. Pursuant to Salem Revised Code (SRC) 64.320, only the goals and policy statements in a neighborhood plan and generalized land use map may be considered for adoption as components of the Comprehensive Plan. Portions of the neighborhood plan other than goal and policy statements may be adopted as supporting documents. Adopted components shall be consistent with the Comprehensive Plan Map, Comprehensive Policies Plan and the statewide planning goals. Specific recommended actions as to land use or public improvements are not adopted as part of the Comprehensive Plan but are intended to be considered in making subsequent legislative land use decisions affecting the neighborhood. In the

MORNINGSIDE NEIGHBORHOOD PLAN

event of any conflict between an adopted neighborhood plan and the statewide planning goals, the Comprehensive Plan or the SRC; the statewide planning goals, the Comprehensive Plan or the SRC shall control.

PLAN ORGANIZATION AND OVERVIEW

The Morningside Neighborhood Plan has been created by Morningside residents, property owners, business operators and community stakeholders. It details goals and policies that define and shape the Morningside Neighborhood, and it recommends specific projects and other actions to accomplish the unique vision for the future envisioned in this Plan.

The Morningside Neighborhood Plan contains the following chapters:

1. Introduction
2. Neighborhood Vision and Profile
3. Land Use and Urban Design
4. Neighborhood Heritage
5. Transportation
6. Parks, Recreation and Open Space
7. Sustainability and Environmental Quality
8. Public Facilities and Community Services
9. Opportunity areas
10. Generalized Land Use Map
11. Conceptual Land use Map

Chapters 1 and 2 provide background, purpose and contextual information regarding the Morningside Neighborhood. Chapters 3 through 9 are comprised of goals, policies and recommended actions relevant to the identified topic areas and are intended to implement the community vision statement.

TERMS

For the purposes of the Morningside Neighborhood Plan, the terms 'Goal,' 'Policy' and 'Recommended Action' are defined in the following way:

- **GOAL**
A goal is a general statement indicating the neighborhood's desired end, and it represents a stated value toward which effort is directed for achievement.
- **POLICY**
A policy is a strategic statement toward a definite course or method of action from among alternatives and in light of given conditions to guide and determine present and future decisions.

Obligation:

Goal and policy statements contained in the neighborhood plan are consistent with the Comprehensive Plan and statewide land use planning goals. Neighborhood plan goals and policies, in concert with the adopted generalized land use map, shall be the basis for the neighborhood

MORNINGSIDE NEIGHBORHOOD PLAN

association's recommendations to any City board, commission, or agency, and likewise shall be considered by City boards, commissions and agency staff in making any decision or recommendation which would affect the Morningside Neighborhood.

- RECOMMENDED ACTION

A recommended action is a statement that summarizes a specific project or that is important to the Morningside Neighborhood. Recommended actions also refer to specific projects, standards or courses of action the community desires the City, Morningside Neighborhood or other parties to take in regard to specific issues.

Obligation:

Recommended actions represent specific recommendations as to land use or public improvements and are not adopted as part of the Comprehensive Plan, but may be considered in making subsequent legislative land use decisions affecting the Morningside Neighborhood.

The listing of the recommended actions in the Plan does not obligate the City to accomplish them. Neither do the recommended actions impose obligations on applicants who request amendments or changes to the Comprehensive Plan or its neighborhood plan components. However applicants for development are encouraged to incorporate applicable recommended actions into projects located within the Morningside Neighborhood.

- OPPORTUNITY AREA

Opportunity areas are local areas of regional significance within the Morningside Neighborhood that are key focal points for growth and community vitality in the community. The Plan identifies three opportunity areas: 1) the Fairview Commerce Center, 2) the former Fairview Training Center site, and 3) the Kuebler Blvd. / I-5 Interchange – Northwest Quadrant. Goals, policies and recommended actions relevant to opportunity areas are intended to provide focused input relevant to a limited geographic area and inform future development decisions affecting these community resources.

STRUCTURE AND HIERARCHY

The Morningside Neighborhood Plan is formatted into topic-specific chapter divisions for the purposes of plan structure and organization. Such divisions are not mutually exclusive, and a specific activity or use of land may be considered with regard to any applicable goal or policy statement contained within the Plan. For hierarchical purposes, goal and policy statements from one or more topic-specific chapters, except those statements specific to identified opportunity areas (Chapter 9), shall be considered at the same level. Within identified opportunity areas, the goal and policy statements of the specific opportunity area shall be considered in concert with, and in the case of conflict, supersede applicable statements contained elsewhere within this Plan.

MORNINGSIDE NEIGHBORHOOD PLAN

NEIGHBORHOOD PLANNING PROCESS

BACKGROUND

The first Morningside Neighborhood Plan was adopted by the City Council as a detailed plan of the Salem Area Comprehensive Plan on June 11, 1984. The 1984 plan was based in part on goals and policies developed by the Morningside Executive Board in 1981 that were intended to provide a framework for Executive Board responses to the Planning Commission and City Council on land use issues as outlined in the bylaws. Subsequently, the Morningside Neighborhood Executive Board prepared updates to the original neighborhood plan in 1994 and 2004. However, due to City budgetary constraints, the 1994 and 2004 versions of the plan were not taken forward for consideration by the City Council.

MORNINGSIDE 360°

In the summer of 2011, the Morningside Neighborhood Association and the City of Salem partnered to update the Morningside Neighborhood Plan to capture the community's priorities for the future. The current update to the Morningside Neighborhood Plan was developed through a planning and engagement process known as *Morningside 360°* by multiple stakeholders representing the Morningside Neighborhood Association, residents, property owners, business operators, community organizations and other interested persons.



Working Group:

An informal project Working Group was convened, which consisted of members of the Morningside Neighborhood Association Executive Board and Morningside residents. The structure of the Working Group was that of a 'core' group and a group of fluctuating participants varying by topic area, level of interest and availability.

Community Engagement:

The community was engaged throughout the *Morningside 360°* process. An outreach consultant, Barney & Worth, Inc., was retained for the purposes of project branding, developing an effective community engagement plan, and designing outreach materials for the project. Overall, the project has involved input from over 100 Morningside residents, property owners, business operators, community stakeholders, City staff and agency partners. The *Morningside 360°* public outreach activities are summarized below:

- Postcard Mailer: A postcard mailer was developed and delivered via standard U.S. to all Morningside property owners and businesses to announce the September 28, 2011 project kick-off meeting and to

MORNINGSIDE NEIGHBORHOOD PLAN

provide information on how to become involved in the *Morningside 360°* planning effort. A digital version of the post card was also distributed via email to Morningside resident and business email addresses provide by the City's Neighborhood Enhancement Division.

- Project Website: A city-hosted *Morningside 360°* webpage was created and updated with project materials, including meeting notes, background materials, upcoming meeting dates and times, project contacts, and information on how to be involved in the neighborhood planning process.
- Email Updates: Notifications for all *Morningside 360°* meetings, public open houses, Neighborhood Association meetings and document updates were regularly distributed via email to citizen participants, area businesses, the Salem Area Chamber of Commerce, members of the development community, outside agencies, community organizations and other interested parties.
- Community Surveys: Two community surveys were deployed during the early project stages. The first was distributed in hard copy during the September 28, 2011 kickoff meeting and online thereafter, and it focused on identifying neighborhood priorities, strengths and opportunities, and additional ideas regarding public outreach. The second survey was made available online in late 2011 for the purpose of prioritizing the large number of community comments received at the time regarding Parks, Recreation and Open Space. Results of the surveys were provided to the Working Group and made available to the public.
- Goal and Policy Development Meetings: Ten community meetings were held between November 2011 and April 2012 to gather input from the project Working Group and the public on topics including: the general structure and content of the Plan; housing and neighborhood heritage; parks, open space and connectivity; the Salem Transportation System Plan, commercial zones; Kuebler/I-5 Interchange Area – NW Quadrant; Fairview Industrial Park; the former Fairview Training Center site; and natural resources. Meeting discussions were facilitated by City staff and the Morningside Neighborhood Chair, and they were informed by input from and/or presentations by key staff and outside agency representatives with particular expertise regarding the topics areas.
- Neighborhood Association Meetings: Updates regarding the *Morningside 360°* project were provided at each of the Morningside Neighborhood Association's monthly meetings since September 2011. Monthly Neighborhood Association meetings were also utilized for the purpose of obtaining a vote of the Morningside Neighborhood Board on policy issues and project milestones throughout the development of the Plan.

MORNINGSIDE NEIGHBORHOOD PLAN

- Targeted Mailings: Due to the conceptual land use changes that the Plan envisions in the Kuebler/I-5 Interchange Area, NW Quadrant, two targeted mailings were conducted to notify area property owners, business operators and community stakeholders within the focus area regarding upcoming meetings where the Kuebler/I-5 Interchange Area, NW Quadrant would be discussed, and to solicit their input, opinions and perspectives.
- Public Open House/Informational Meetings: Four public open houses/informational meetings, including the project kickoff meeting and three public informational meetings, were held at centrally-located and transit-accessible venues in the Morningside Neighborhood during the early evening hours to encourage attendance and convenience for neighborhood residents, property owners, business operators and other stakeholders.
- Social Media: The *Morningside 360°* project utilized social media for community outreach through the use of Facebook and Twitter. Profiles for the project were provided on the social media sites, which were updated with meeting information, project updates and relevant or interesting web links.
- Print Media: The *Morningside 360°* project kickoff and public informational meetings were publicized in press releases issued by the City and posted on the City's website homepage. The project was also featured in the City's February 2012 'Community Connection' newsletter and has been the subject of several 'South Salem Community' blog posts in the Statesman Journal.
- Stakeholder Interviews: Twelve stakeholder interviews were conducted during the spring of 2012 designed specifically to engage and solicit comments from Morningside businesses, owners of underdeveloped properties, members of the development community and community organizations.
- Neighborhood Plan Work Sessions: Eight neighborhood plan work sessions were conducted in December 2012 and October 2013 to review and refine elements of the draft Plan. All comments were considered, and changes to the draft Plan were authorized by a majority vote of work session participants and Working Group members.

A draft version of the Plan was made available for review and comment by all Morningside residents, property owners, business operators and community stakeholders on November 28, 2012. After considering comments and suggestions submitted by interested parties, the Plan was endorsed by the Neighborhood Association on July 10, 2013 and forwarded to the Planning Commission for its consideration. The City Council adopted the Plan by legislative amendment on April 28, 2014.

Chapter 2 – NEIGHBORHOOD VISION AND PROFILE

VISION

The goals, policies and recommended actions envisioned in this Plan are intended to transform Morningside into a locus of innovative, vibrant and socially-responsible development in the Salem area while supporting its role as a vital regional employment center.

A realized vision will promote economic and social prosperity through local job creation, quality and value-added development, environmentally sensitive and pedestrian-oriented urban design, and increased opportunities for active living. This vision includes renewed vitality of the Fairview Industrial Area as a critical employment center, continued community support for the sustainability concepts established in the Fairview Master Plan, and an updated focus for the NW Quadrant of the Kuebler/I-5 Interchange Area. The Plan also promotes an interconnected system of sidewalks, bike paths and off-street multi-use pathways providing safe connections to all areas of the neighborhood.

Other signature components of this vision are revitalization of Morningside's commercial corridors and innovative residential design concepts to diversify Morningside's residential offerings and foster complete neighborhoods, welcoming residents of varying income levels, lifestyles and housing preferences while preserving the suburban character of the neighborhood. New housing will be woven into the existing residential fabric and retrofit the neighborhood's urban form to reinforce and engage the streetscape as an active public space while minimizing potential impacts on adjacent residential-zoned properties. There will also be successful neighborhood commercial centers and corridors with shops, cafes and services that meet local needs and draw people from other neighborhoods, a strong commitment to local schools and businesses, and convenient access for users of all modes of transportation.

PROFILE

The Morningside Neighborhood is a large and diverse neighborhood positioned at an urban ecotone between denser, more intensive development in the city's downtown core to the north and grading into lower-density suburban residential development patterns characteristic of much of South Salem. The neighborhood is approximately 1,774 acres (2.77 square miles) in area, excluding street rights-of-way. Morningside is an integrated community with shopping, dining, places of worship, a regional employment center, recreation opportunities and transit service within close proximity to one another. The overall development pattern of



MORNINGSIDE NEIGHBORHOOD PLAN

the Morningside Neighborhood fosters a sense of convenience, spaciousness and potential. Several significant undeveloped and under-developed areas are located within the boundaries of the Morningside Neighborhood, including the area identified as the Northwest Quadrant of the Kuebler/I-5 Interchange Area and the 275-acre former Fairview Training Center properties.

The Morningside Neighborhood Association is the recognized community organization representing the interests of the Morningside Neighborhood and is an established and influential neighborhood advocacy group. The Morningside Neighborhood Association was recognized in August 2012 with the City's Outstanding Neighborhood Association Award for its work toward the update of this Plan and leadership in emergency preparedness through the local Community Emergency Response Team (CERT) program.



LOCATION

The Morningside Neighborhood is bound on the north generally by the southern line of the lots fronting on the south side of Vista Avenue SE between Commercial Street SE and Bluff Drive SE and by the centerline and centerline extended of McGilchrist Street SE between 12th Street SE and the Union Pacific Railroad tracks, and on the south by the centerline of Kuebler Boulevard SE. The west neighborhood boundary is formed by the centerline of Commercial Street SE and the west line of properties fronting on the west side of 12th Street SE between Vista Avenue SE and McGilchrist Street SE. To the east the neighborhood is bound by the Union Pacific Railroad tracks and Interstate Highway 5 (Figure 2.1).

PHYSICAL ENVIRONMENT

The topography of Morningside varies between 180 and 215 feet along Pringle Creek near the eastern neighborhood boundary, rising toward the south and west to elevations of 450 and 500 feet along a system of broad broken ridges running northwest to southeast along the central portion of the neighborhood. To the west of the central ridges, elevations decrease slightly to between 300 and 400 feet along Commercial Street SE.

The neighborhood is bisected roughly southwest to northeast by perennial and intermittent portions of Clark Creek in the north, Pringle Creek in the center, and the West Middle Fork of Pringle Creek in the south. Clark Creek Park, Leslie Middle School and a network of city-owned wetlands adjacent to Fairview Industrial Drive provide public access to the riparian corridors of Clark and Pringle Creeks, while several significant riparian areas in the southern-central portion of Morningside are held in private ownership on large undeveloped or under-developed parcels.

MORNINGSIDE NEIGHBORHOOD PLAN

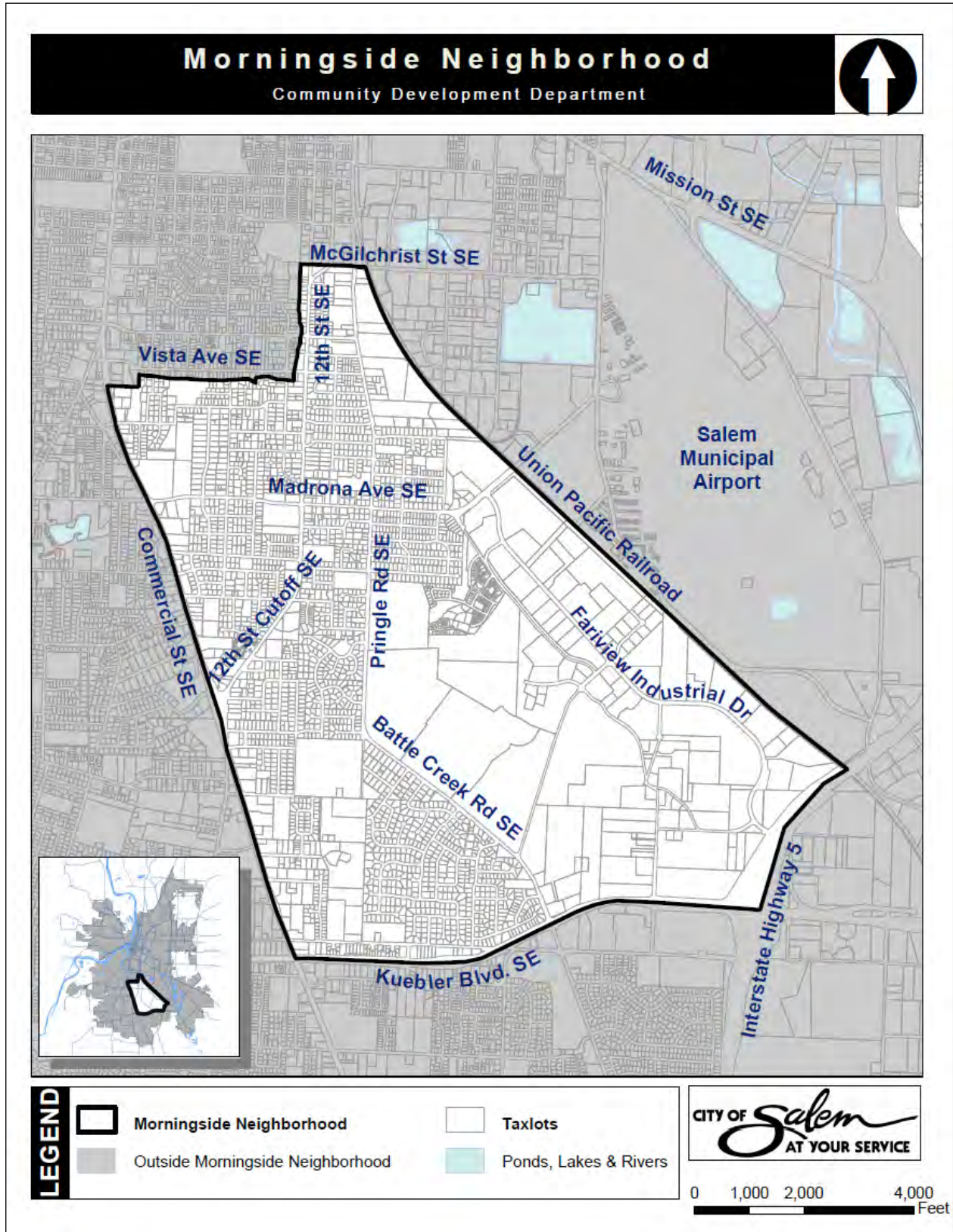


Figure 2.1: Morningside Neighborhood

NEIGHBORHOOD HISTORY

The Morningside Neighborhood takes its name from the Morningside Addition (Figure 2.2), a narrow subdivision of 157 parcels extending from Judson Street (just south of Hoyt) to Pringle Creek beyond Oak Hill. The subdivision was filed by the Salem Motor Railway Corporation in April of 1893, with E. Parkhurst as President and F. N. Derby as the Secretary. The company was in the process of expanding its electric trolley system out 12th Street to Hoyt Street. An early 1894 edition of the Statesman Journal indicated that “The Salem Motor Railway Corporation now has tracks laid out to the Morningside Addition.”

The Morningside Addition was initially platted as a two-block-wide subdivision from Judson Street to Heather Lane on the west side of 12th Street. The lots in this section varied from 4,000 to 8,000 square feet in area and would have been located closest to the trolley line. From Heather Lane to Oakhill Avenue, the Morningside Addition stretched from east of Peck Street to Pringle Road, with the parcels being described as 5- and 10-acre outlots.

Through the 1880's, Salem grew slowly, and the city limits did not extend south of today's Bush's Pasture Park. However, in 1889, the Thomas Kay Woolen Mill (now Mission Mill) was completed, and trolleys began to spread in all directions. Within a year, electric trolleys replaced the initial horse trolley, and two companies built competing systems. Developers who financed these systems also owned the subdivisions into which the trolleys ran. Although the trolleys never broke even, profits were made on the sale of lots.

Further to the south and west, fruit farms dominated what would become the bulk of the Morningside Neighborhood, which were later characterized by 5- and 10-acre subdivisions created in the early 20th century. The Fabritus Smith donation land claim was divided into many small lots, along with the original claim of the Ewald family. Other early claims in the neighborhood included Holman, Pringle, Strong, Waldo and Davidson. The current Madrona Street was initially called Strong Road. The farms raised a variety of fruit, including apples, cherries and prunes. Some of the original orchard trees remain throughout the neighborhood, with notable examples located at Clark Creek Park.

The original boundary of the city in 1862 extended as far south as Mission Street and Hines Street. It wasn't until 1903 that additional land was added to the city, extending the city limits south to Hoyt Street. The most northerly portions of the

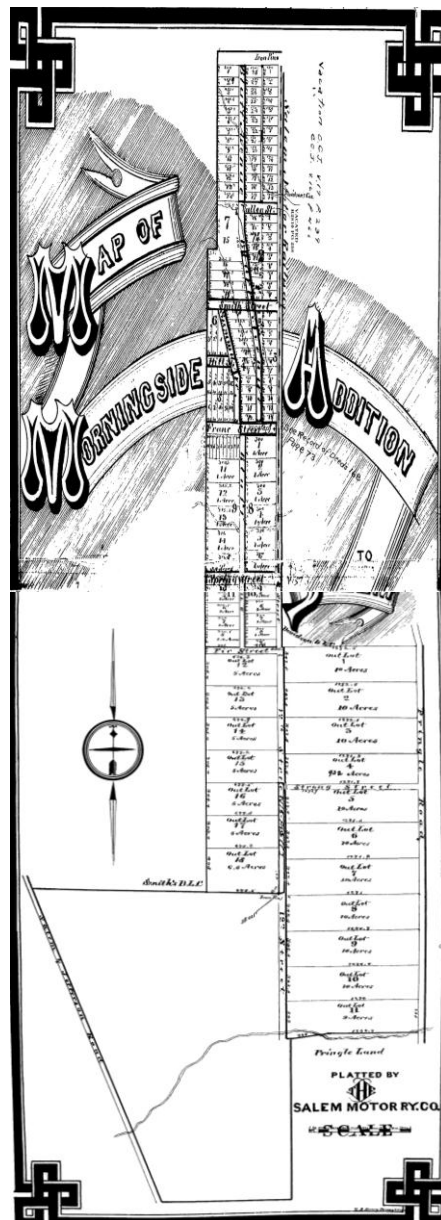


Figure 2.2: Morningside Addition circa 1893

Source: Marion County Public Works

MORNINGSIDE NEIGHBORHOOD PLAN

Morningside Neighborhood did not become part of the city until the late 1950's and early 1960's. The bulk of the Morningside Neighborhood was annexed to the city between 1958 and 1988, with the most recent additions annexed in July of 1990. Portions of the neighborhood that were developed prior to annexation to the City of Salem can generally be identified by a lack of sidewalks. The Morningside Neighborhood is currently home to approximately 1,051 structures 50 years or older. Among these are two designated Local Landmarks, the Leslie Methodist Parsonage and the Dr. W. Carlton Smith House, located at 1305 and 1335 Cannon Street SE respectively.

Interest in a neighborhood association in the Morningside area began in early 1975 during hearings for a planned unit development on 12th Street. A group of Morningside residents maintained that interest and met again in November 1975 to form a steering committee to work toward the development of a neighborhood association. This steering committee organized general neighborhood meetings in January and February 1976 to elect a board of directors. The board subsequently requested and received official City recognition as Salem's thirteenth neighborhood association on April 19, 1976.

DEMOGRAPHIC CHARACTERISTICS

As of the 2010 Decennial Census, the population of the Morningside Neighborhood was 8,776, or roughly 5.6% of the total population of the City of Salem (154,637). Using 2010 Census categories, the demographic makeup of the Morningside Neighborhood is summarized in Table 2.1. According to the 2010 Census data, the population of the Morningside Neighborhood is gradually aging and more ethnically diverse, with the population of persons under the age of 18 declining by 7.5% between 2000 and 2010, and the number of persons identifying themselves as *Other Race Alone*, *Black Alone* and *Native Hawaiian/Other Pac. Islander Alone* increasing by 31%, 175% and 200% respectively during the same time period. The 2010 Census also collected data regarding ethnicity. Of the 8,776 persons residing in Morningside in 2010, 982 people or 11.2% identified themselves as being Hispanic or Latino, representing an increase of 51% over the number of Morningside residents who identified themselves similarly in the 2000 Census.

SCHOOLS

The Morningside Neighborhood is home to one public elementary school (Morningside Elementary School) and one public middle school (Leslie Middle School), which together enroll approximately 1,136 students (SKSD Enrollment Report, March 2013). In addition, there are two private elementary schools located within the south and central portions of the neighborhood.

MORNINGSIDE NEIGHBORHOOD PLAN

Table 2.1

Morningside Neighborhood	2000	2010
Population	8,495	8,776
% of Salem Population	6.2	5.9
% Population Under 18	26.5	24.4
% White Alone	88.3	84.4
% Other Race Alone	3.9	5.1
% Two or More Races	3.4	4.3
% Black or African American	0.8	2.2
% Asian Alone	2.0	1.9
% Native American & Other Pacific islander	0.3	0.9
% Hispanic Origin*	7.4	11.2
Total Housing Units	NA	3,824
Total Occupied Housing units	NA	3,541

Source: US Census Bureau

* Regardless of race

ZONING AND LAND USE

Zoning is regulatory tool by which allowable uses of real property and the size, density and form of development are established. Salem Revised Code (SRC) Title 10 is the City of Salem’s adopted zoning ordinance. The SRC details development standards applicable to each zone designation in addition to generally applicable requirements for the amount and location of off-street parking, landscaping, bicycle parking and other aspects of development. Zoning functions as an implementation tool shaping current development, and it generally reflects the desired long-term development pattern depicted on the City’s adopted Comprehensive Plan map.

Residential zoning designations account for approximately 53% of the land area within the Morningside Neighborhood, with the majority of the existing development being single-family residential in nature. The average size of RS (Single Family Residential) zoned lots in Morningside is 10,549 square feet, which is substantially above the 4,000 square foot minimum established under the SRC, and this reflects and reinforces the neighborhood’s existing low-density residential character. The highest residential densities (3.8-6.0 households/acre) are concentrated south of Madrona Avenue SE (north of 12th Street Cutoff SE and Ewald Avenue SE) and east of Pringle Road SE north of Madrona Avenue. The lowest densities (less than 2.5 households/acre) are found in the southwest portion of the neighborhood to the west of Battle Creek Road SE south of Ewald/12th Street Cutoff SE (Center for Neighborhood Technology, 2013).

MORNINGSIDE NEIGHBORHOOD PLAN

Commercial land is relatively constrained within the Morningside Neighborhood, accounting for just over 6% of the land area and with average parcel sizes ranging from 0.50 to 0.84 acres. Morningside’s commercial lands are characterized by a narrow band of predominantly retail-oriented development along Commercial Street SE and a mix of generally medical and service-oriented uses along 12th Street SE in the northeast portion of the neighborhood. Morningside also includes approximately 361 acres of industrial-zoned lands, which include a significant employment center – the Fairview Industrial Park. It is worth noting that the Morningside Neighborhood harbors the city’s largest concentration of mixed-use zoned land in the approximately 275-acre Fairview Mixed-use zone, located in the central portion of the neighborhood. An overview of current neighborhood zoning is provided in Table 2.2 and Figure 2.3.

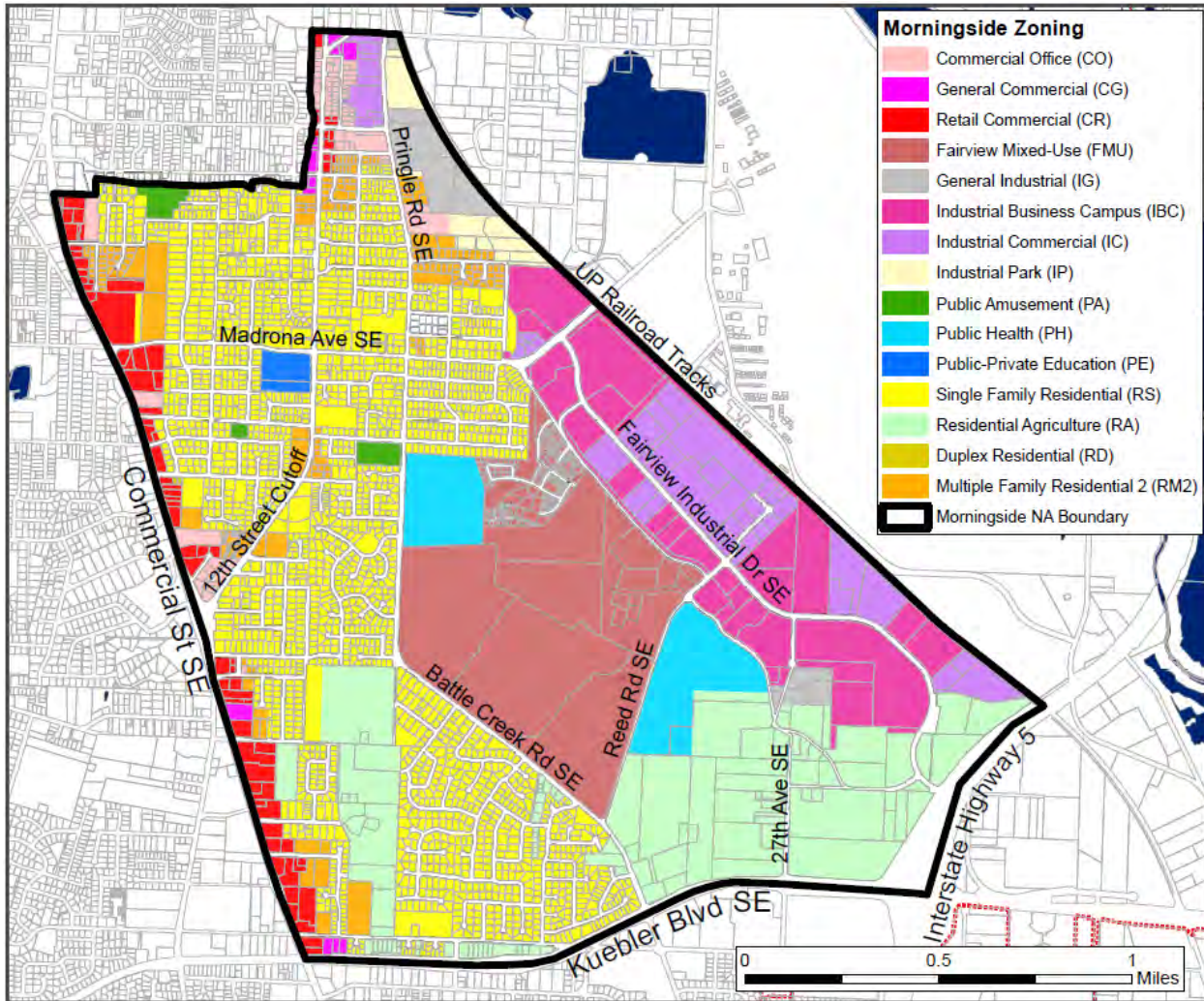
Table 2.2

Zoning Classifications*	Taxlots	Average Lot Size (sq. ft.)	Acres	% of Total Acres in Neighborhood
CG	14	26909.76	8.65	0.49%
CO	69	21783.69	34.51	1.94%
CR	81	36690.97	68.23	3.84%
FMU	186	62763.32	268.00	15.10%
IBC	40	212409.34	195.05	10.99%
IC	43	115021.71	113.54	6.40%
IG	10	149185.25	34.25	1.93%
IP	14	56217.98	18.07	1.02%
PA	4	133930.59	12.30	0.69%
PE	2	182387.53	8.37	0.47%
PH	2	1627862.87	74.74	4.21%
RA	113	115907.78	300.68	16.94%
RD	2	6778.36	0.31	0.02%
RM2	214	15407.13	75.69	4.27%
RS	2321	10549.22	562.09	31.68%
TOTAL	3115	--	1774.48	100.00%

*NOTE: Split-zone taxlots were assigned the value with a greater percentage of the overall area for that lot.

MORNINGSIDE NEIGHBORHOOD PLAN

Figure 2.3: Morningside Zoning



Chapter 3 – LAND USE AND URBAN DESIGN



GOALS AND POLICIES

GOAL 1

Provide for the future development of the Morningside Neighborhood through a compatible balance and appropriate mix of residential, commercial, industrial, public, mixed-use and open space uses facilitated through the implementation of effective and innovative development codes.

POLICIES:

- 1.1 Negative impacts of new and retrofitted development on the livability of the neighborhood, through design, traffic impacts, noise, odor or other factors, shall be mitigated to the extent practicable.
- 1.2 The Morningside Neighborhood Association encourages land use proposals with demonstrable value-added benefits to the community.

RECOMMENDED ACTIONS:

- A1.1 Following adoption of the Unified Development Code, the City should re-establish a regulatory improvement program to update the code on an annual or biannual basis.
- A1.2 Development proposals are encouraged to incorporate applicable 'Recommended Actions' into project designs.

RESIDENTIAL DEVELOPMENT:

The neighborhood's residential areas (Figure 3.3) are predominantly detached single-family residential in nature, with multi-family development limited to enclaves just east of the Commercial Street corridor, along portions of the 12th Street Cutoff, and adjacent to 12th Street and Pringle Road north of Madrona Avenue in the northeast area of the neighborhood. Existing single-family housing stock is generally characterized as a mix of single-story, split-level and raised ranch style homes, bungalow and modern home designs punctuated by examples from the Tudor, Victorian, International and craftsman architectural styles.

The *Salem-Keizer Housing Needs Analysis* prepared for the Mid-Willamette Valley Council of Governments (EcoNorthwest, 2011a) indicates that the City of Salem has a surplus capacity of 2,200 acres of single-family residential designated land, and a deficit of 228 acres of multi-family designated land through 2032 based on population, housing cost and income projections. The City of Salem is undertaking an updated, Salem-specific Housing Needs Analysis for the fiscal year 2013/2014. It may be appropriate to revisit the Plan's residential goal, policy and recommended action statements at a later date, giving particular consideration to multi-family housing, based on the conclusions of the updated Housing Needs Analysis. The Morningside Neighborhood recognizes that future residential development may include a higher-density and more compact urban form to respond to this need. The goal, policy and recommended action statements below reflect emergent priorities during the Morningside 360° process and are intended to protect and enhance the single-family residential character of the neighborhood and provide for high-quality and context-sensitive multi-family and residential infill development.



GOAL 2

Maintain and reinforce the residential areas of the neighborhood as safe, pleasant and engaging places to live.

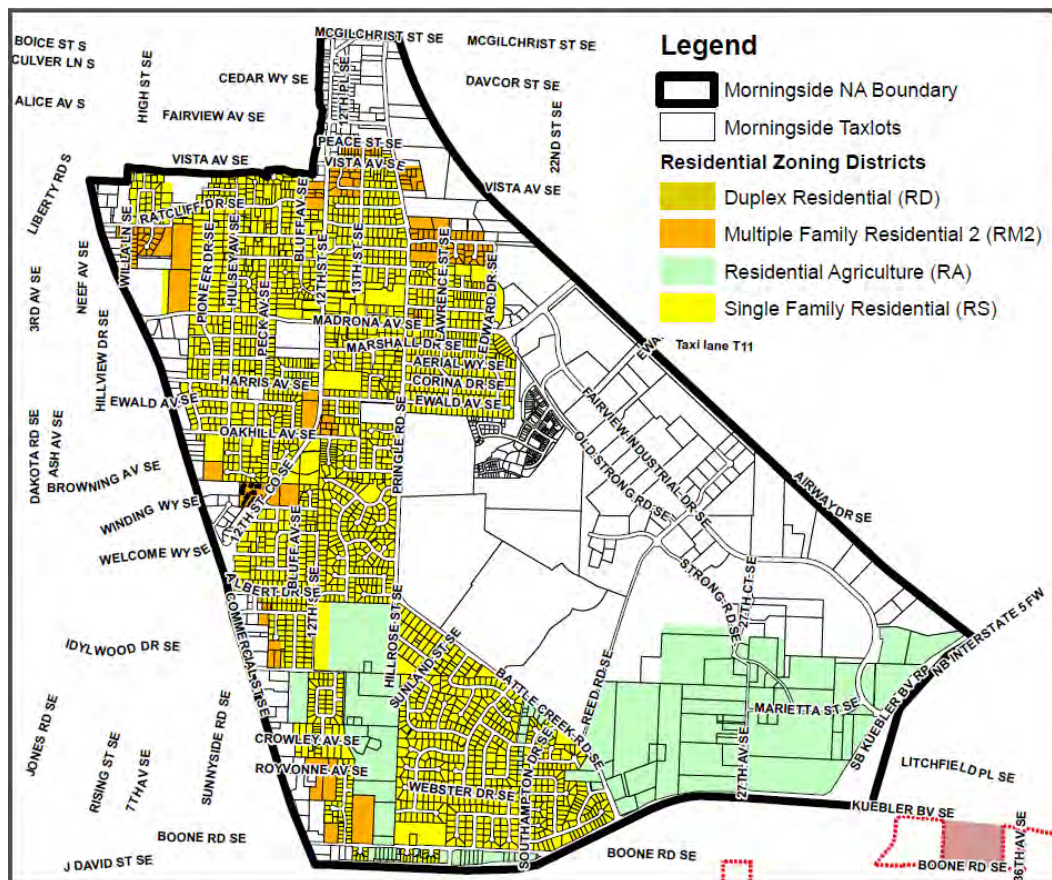
POLICIES:

- 2.1 Protect existing single-family residential areas from uses and activities that cause an excessive level of noise, pollution, traffic volume, nuisances and hazards.
- 2.2 Minimize encroachment of non-residential land uses into residential areas.
- 2.3 Rear or side-yard parking designs are encouraged for new residential development, where feasible.
- 2.4 Residential 'flag lot' developments should be designed to accommodate the location of curbside trash receptacles.

MORNINGSIDE NEIGHBORHOOD PLAN

- 2.5 New multi-family buildings should be designed to engage the streetscape, with entrances and windows facing the public right-of-way.
- 2.6 New residential developments of 15-dwelling units or more are encouraged to incorporate amenities such as community plazas, playgrounds, community gardens, open space tracts or pocket parks.
- 2.7 The height, bulk and massing of new developments proposed adjacent to existing single-family dwellings should be designed in a context-sensitive manner to create a cohesive visual urban form and protect the single-family residential character of the neighborhood.
- 2.8 Frontage improvements, including sidewalks, should be provided in conjunction with partition and subdivision approvals. If adjacent improvements are not in place, such amenities may be deferred until the whole block frontage can be improved.
- 2.9 Cell phone towers located within or abutting residential areas should be designed to be unobtrusive and visually compatible with surrounding development to the maximum extent possible.

Figure 3.3: Residential Zoning Districts



MORNINGSIDE NEIGHBORHOOD PLAN

RECOMMENDED ACTIONS:

- A2.1 The Morningside Neighborhood Association encourages adoption of additional development standards for infill lots, including the following:
- a) Installation of evergreen, sight-obscuring, perimeter vegetative screening;
 - b) Clear and objective criteria to achieve structure height and scale that are compatible with surrounding development;
 - c) A requirement for a pedestrian pathway bordering the internal accessway serving the infill lots.
- A2.2 Morningside residents should work cooperatively and pro-actively with the Salem Police Department and Morningside Neighborhood Association to promote a safe and crime-free urban environment.

GOAL 3

Promote architectural variety and a mix of housing unit types to accommodate changing demographics and economic conditions, and to provide appropriate affordable housing and age-in-place options throughout the neighborhood.

POLICIES:

- 3.1 Multifamily housing developments are encouraged in locations with access to arterial or collector streets with existing or planned transit service.
- 3.2 Developers are encouraged to consider innovative residential infill designs, such as 'common green' subdivisions, in place of cul-de-sac streets and flag lots (Figure 3.4).
- 3.3 New residential developments are encouraged to incorporate a diversity of housing types to attract residents of varying income levels, lifestyles and housing preferences.

RECOMMENDED ACTIONS:

- A3.1 Amendments to the Salem Revised Code are encouraged to allow Accessory Dwelling Units (ADUs) when developed in conjunction with a single-family dwelling on RA, RS, RD and RM1-zoned lots to diversify housing stock within residential neighborhoods.
- A3.2 The Morningside Neighborhood Association supports development of a package of Salem Revised Code amendments to allow new subdivisions in the RS zone to designate a limited number parcels for small-scale, context-sensitive, multi-family development (Figure 3.5).

MORNINGSIDE NEIGHBORHOOD PLAN



Figure 3.4: Example of common green subdivision design
Source: *The Infill Design Toolkit: City of Portland Bureau of Planning, 2008*

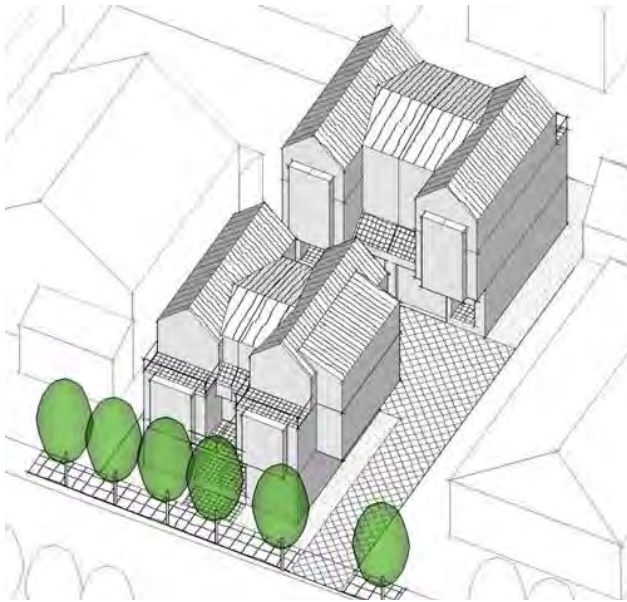


Figure 3.5: Example of small-scale multi-family design

Source: *The Infill Design Toolkit: City of Portland Bureau of Planning, 2008*

MIXED-USE DEVELOPMENT:

Mixed-use development is intended to provide a mixture of complementary land uses that may include housing, retail, offices, services, industrial and civic uses to create economic and social vitality. Such development encourages efficient use of land by facilitating compact, high-density development, open space protection, multi-modal transportation, design flexibility and diverse housing opportunities. By concentrating a mix of land uses at strategic locations, mixed-use development maximizes investments in public services and has the potential to generate high per-acre tax revenues at build-out (Strategic Economics, 2013). While this development model is uncommon in Salem, the North Broadway Corridor provides a successful local example. The Salem Area Comprehensive Plan denotes 'Activity Nodes and Corridors' as areas where mixed-use and pedestrian/transit-oriented development are encouraged. Several such locations are identified within the Morningside Neighborhood (Figure 3.6).

Goals, policies and recommended actions for mixed-use development build upon the draft 2004 neighborhood plan and the 2005 Fairview Master Plan. Neighborhood priorities for mixed-use development include promoting a walkable and distinctive built environment, removing regulatory barriers and pedestrian and vehicle connectivity.

GOAL 4

Promote mixed-use development that creates distinctive urban environments and supports economic vitality, walkability and an inviting and attractive streetscape.

POLICIES:

- 4.1 Mixed-use developments shall provide one or more public, or publicly accessible, amenities such as a plaza, park, open space tract or shared-mode street (shared court, etc.) to promote an active lifestyle.
- 4.2 New and retrofitted mixed-use development shall provide continuous pedestrian networks through the site, and pedestrian and vehicle connections to adjacent developed properties where practical.
- 4.3 The Morningside Neighborhood Association supports mixed-use development at the former Fairview Training Center site, consistent with the adopted Fairview Master Plan.

RECOMMENDED ACTIONS:

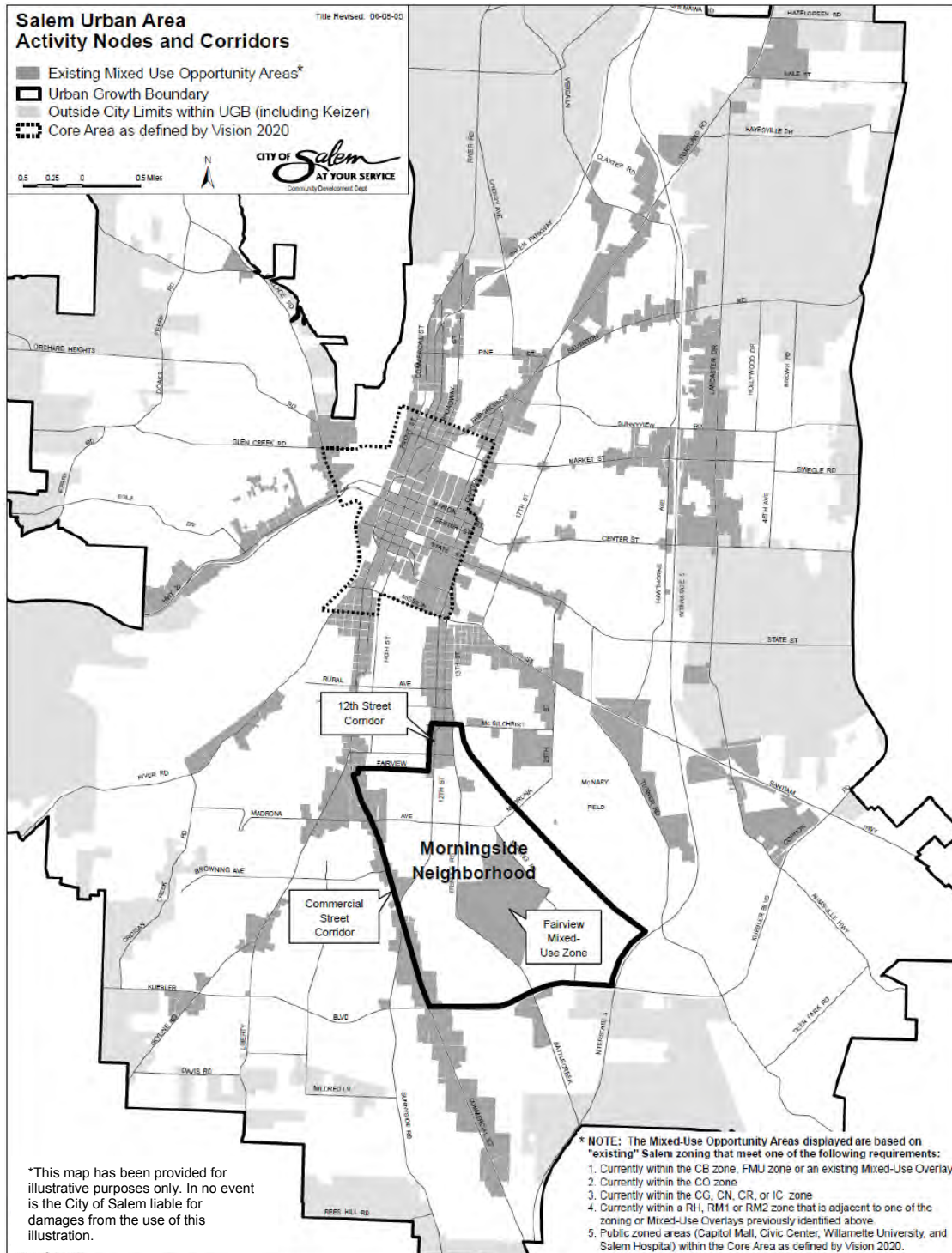
- A4.1 The Morningside Neighborhood Association supports amendments to the Salem Revised Code to remove the requirement for a Conditional Use Permit for mixed-use development in commercial zones and to provide regulatory incentives to encourage housing in commercial projects.



MORNINGSIDE NEIGHBORHOOD PLAN

A4.2 The Morningside Neighborhood Association encourages mixed-use development in the vicinity of a) Commercial Street and Hilfiker Lane SE, b) Kuebler Boulevard between at 27th Avenue SE and Battle Creek Road, and c) 12th Street SE between Vista Avenue and McGilchrist Street.

Figure 3.6: Activity Nodes and Corridors (from Salem Comprehensive Plan)



COMMERCIAL DEVELOPMENT:

Commercial land is somewhat constrained within the Morningside Neighborhood (Figure 3.7). Commercial-zoned parcels are relatively shallow, with lot depths well below 500 feet in all but a few locations. Commercial activities are concentrated along two corridors, one adjacent to Commercial Street SE and another in the vicinity of 12th Street SE and Pringle Road SE. While both corridors are representative of middle and later 20th century commercial development patterns, they are also identified as ‘Existing Mixed-Use opportunity Areas’ in the Salem Area Comprehensive Plan (SACP).

The Commercial Street SE corridor forms the western boundary of Morningside neighborhood and is characterized by auto-dependent ‘strip-type’ development with the primary focus toward the arterial network and few connections with adjacent residential neighborhoods. This corridor provides the Morningside Neighborhood and South Salem access to a variety of retail and professional services. Commercial Street SE also constitutes a major north-south commuter and transit corridor within the Salem area, linking the urban downtown core to the residential areas of south and south-east Salem. A secondary corridor is located adjacent to 12th Street in the northeast portion of Morningside and provides an important commuter and transit linkage between the city’s core and residential and employment areas to the south and southeast. Land uses along the 12th Street corridor represent a diverse mix of light industrial uses, auto repair services, community organizations, medical offices and supporting retail establishments. As with Commercial Street SE, this corridor is characterized by auto-dependent development with limited pedestrian connections to adjacent residential neighborhoods.

The *Salem-Keizer Regional Economic Opportunities Analysis*, prepared for the Mid-Willamette Valley Council of Governments (EcoNorthwest, 2011b) revealed a deficit of 600 acres of commercial (retail and office) land within the Salem-Keizer UGB based on employment and population projections through 2032. The study also identifies target and growth industries with potential to contribute significantly to the local employment base. Urban commercial corridors are dynamic convergences of diverse land uses and infrastructure systems, and serve as an important focus for community transformation (Gaffney, 2009). Key neighborhood priorities to promote revitalization retrofit of Morningside’s commercial corridors include support for a vibrant and integrated local business community, urban design elements to provide a diversified and engaging commercial streetscape, and pedestrian safety in commercial areas.

GOAL 5

Encourage the creation of family-wage jobs within distinctive and vibrant commercial zoning districts.

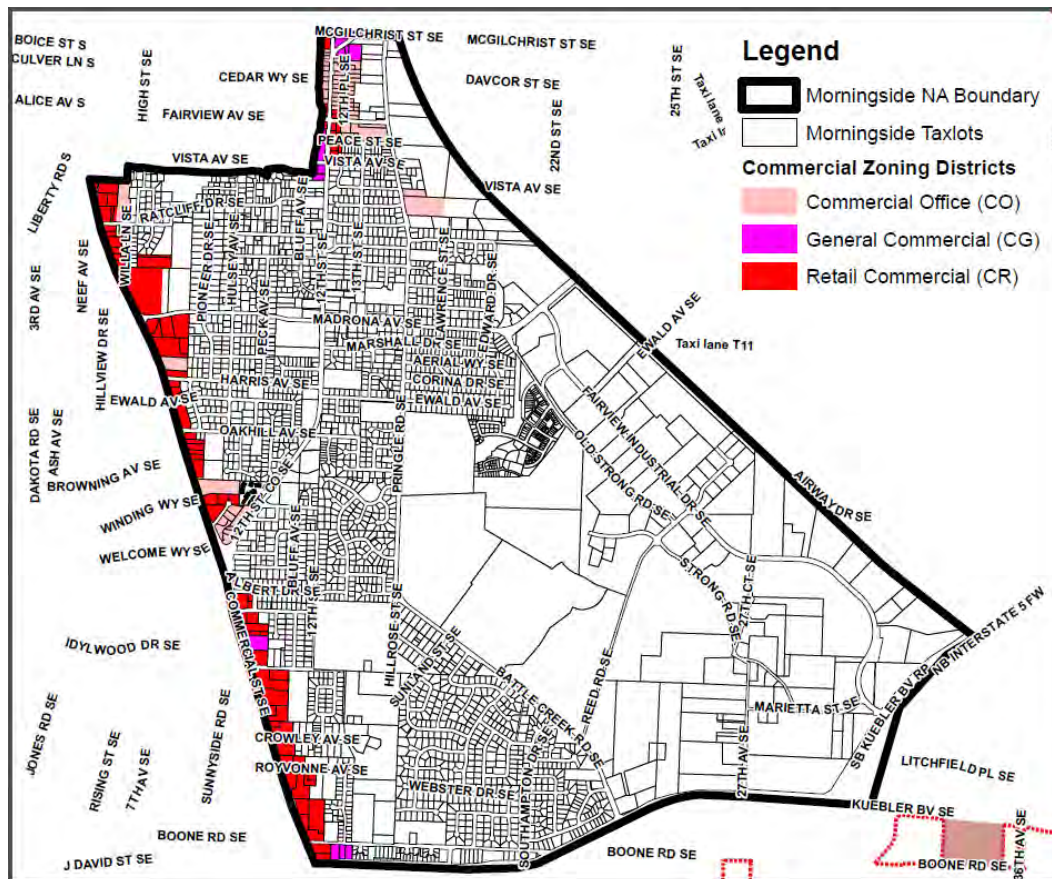


MORNINGSIDE NEIGHBORHOOD PLAN

POLICIES:

- 5.1 Foster commercial development that promotes a healthy and active urban environment while supporting business growth and a vibrant local economy.
- 5.2 Support small business innovation and entrepreneurship.
- 5.3 Commercial uses within the Morningside Neighborhood boundaries are encouraged in commercial zones along the 12th and 13th Streets, Commercial Street, Pringle Road, and near Kuebler Boulevard. Commercial uses are also encouraged at the former Fairview Training Center site. Conversion of residential land to commercial zoning is discouraged along 12th Street/12th Street Cutoff between Vista and Commercial, and along Madrona Avenue SE.
- 5.4 Encourage local business ownership and patronage by Morningside residents as a means of fortifying community identity and 'branding.'
- 5.5 Emphasize business location within existing vacant commercial tenant spaces in addition to redevelopment opportunities.

Figure 3.7: Commercial Zoning Districts



MORNINGSIDE NEIGHBORHOOD PLAN

- 5.6 Developers of new multi-story commercial buildings intended primarily for office uses are encouraged to provide a ground-floor tenant space designated for non-office businesses such as restaurants, delis, retail or other service uses.

RECOMMENDED ACTIONS:

- A5.1 The Morningside Neighborhood Association encourages the establishment of potential growth industries identified in the Salem-Keizer Metropolitan Area Regional Economic Opportunities Analysis within commercial zoning districts.
- A5.2 The City should consider developing a program, modeled after precedents adopted by the cities of Eugene, Portland and Denver, to allow for the establishment of food carts on a non-time limed basis within some commercial zoning districts.
- A5.3 A neighborhood business ‘welcome wagon’ should be established for new businesses to provide for opportunities for business participation in neighborhood events and neighborhood exposure within the business community.
- A5.4 Facilitate partnerships between the neighborhood and the Chamber of Commerce to develop ‘business welcome packets’ to be distributed to new businesses in Morningside, containing Chamber literature, local business resources and neighborhood resources.
- A5.5 A Neighborhood Economic Development Strategy should be developed to support business development and entrepreneurship and connect business owners with small business assistance resources.
- A5.6 The City should consider a establishing a land use review procedure, similar in scope and function to the Historic Resource Adaptive Re-Use provisions under Salem Revised Code Chapter 230, to allow limited-scale, context-sensitive, commercial development on residential-zoned parcels located at arterial/arterial intersections.

GOAL 6

Encourage retrofit of existing ‘strip-type’ commercial development within activity nodes and corridors identified in the Salem Comprehensive Plan that provides pedestrian amenities and enhances the walk-appeal, usability and safety of commercial zoning districts.

POLICIES:

- 6.1 New and retrofitted commercial developments within activity nodes and corridors should incorporate pedestrian design elements, including, but not limited to, the following:

MORNINGSIDE NEIGHBORHOOD PLAN

- a) Highly visible crosswalk markings or raised pedestrian walkways where the pedestrian system crosses vehicle drive aisles;
 - b) A walkway connecting the primary off-street parking area serving the building to a main pedestrian building entrance. The pathway should be physically separated from vehicle drive aisles by a raised curb, parking stalls, landscaping or similar means;
 - c) At least one pedestrian walkway connecting a sidewalk adjacent to a street to a building main entrance. The pathway should be physically separated from vehicle drive aisles by a raised curb, parking stalls, landscaping or similar means.
- 6.2 Commercial outdoor storage areas should be screened from view of the streets and adjacent residential uses.
- 6.3 New development along Commercial Street SE should contribute incrementally to the retrofit of this valuable community resource as a vibrant, transit-integrated, retail and service corridor with design elements promoting usability by pedestrians and cyclists as well as motorists.

RECOMMENDED ACTION:

- A6.1 City staff and the Salem-Keizer Transit District should work in close cooperation at the time of development review to coordinate driveway placement, pedestrian improvements and transit stop locations with all new commercial developments.

GOAL 7

Promote new pedestrian-friendly commercial developments and distinguished commercial streetscapes within activity nodes and corridors identified in the Salem Comprehensive Plan.

POLICY:

- 7.1 New commercial developments should incorporate visual design elements to define Morningside's commercial streetscapes as attractive, multi-modal, commercial corridors.

RECOMMENDED ACTIONS:

- A7.1 The Morningside Neighborhood Association supports development that promotes a neighborhood-commercial character by incorporating active and visible ground floor work spaces adjacent to the public right-of-way.
- A7.2 New commercial buildings in excess of 30 feet in height are encouraged to be oriented toward the streetscape and placed as close to the street as established setbacks permit, when feasible.

MORNINGSIDE NEIGHBORHOOD PLAN

- A7.3 Along the Commercial Street corridor, projects located at street corners are encouraged to provide a distinctive vertical design element to anchor the corner, define the street edge and create a sense of enclosure.
- A7.4 Regulatory incentives should be developed, such as (but not limited to) height bonuses or setback reductions, to encourage the placement of new commercial buildings adjacent to the streetscape with parking located behind or to the side of the building (Figure 3.8).

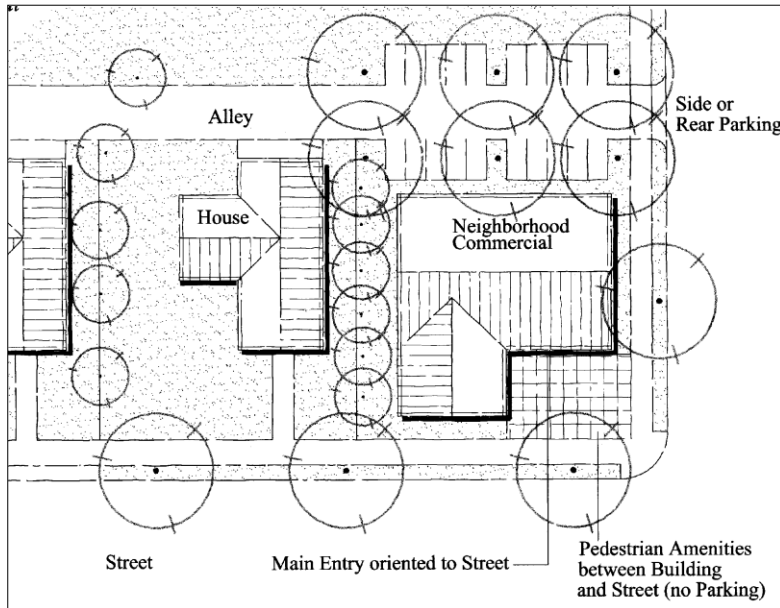


Figure 3.8: Example of neighborhood-commercial development with side or rear-yard parking

Source: OTAK, 1999

INDUSTRIAL DEVELOPMENT:

The Morningside Neighborhood contains approximately 362 acres of land zoned for industrial uses (Figure 3.9). Morningside’s industrial lands are located near the east neighborhood boundary roughly adjacent to the Union Pacific Railroad tracks and may generally be divided into two distinctive areas, north and south of Salishan Street SE, based on urban form and use types. Existing industrial development north of Salishan Street SE and east of 13th Street SE is largely characterized by warehousing and storage facilities, construction contracting uses, institutional uses and community services. A narrow band of parcels abutting the west side of 13th Street SE between Fairview Ave and McGilchrist Street is dominated by IC – Industrial Commercial zoning and contains a blend of industrial and commercial uses, including automobile services, industrial supply and commercial parking facilities. Industrial development north of Salishan generally incorporates large-scale impervious vehicle parking areas with varying degrees of landscaping provided adjacent to street rights-of-way. Industrial lands to the south of Salishan, and extending southeast to approximately the terminus of 27th Court SE, are referred to as the Fairview Industrial Park, and discussed in detail in Chapter 9, Opportunity Area 1.



The proximity of Morningside’s industrial areas to mature utility and transportation infrastructure (Union Pacific Railroad, Interstate Highway 5, Salem Municipal Airport) may serve to attract continued investment in identified target industries identified in the *Salem-Keizer Regional Economic Opportunities Analysis* (EcoNorthwest, 2011b). Identified target industries that may be suitable for industrial zones include (but are not limited to) renewable energy manufacturing, food processing, metals and machinery manufacturing, warehousing and distribution, information technology, and medical, professional and technical services. Key themes for industrial development identified through the neighborhood planning process include support for a strong local employment base, an emphasis on environmental compliance, and quality design and adequate buffering elements to minimize impacts to nearby residential development.

GOAL 8

Maintain and enhance the viability of industrial lands to provide a strong economic foundation for the community.

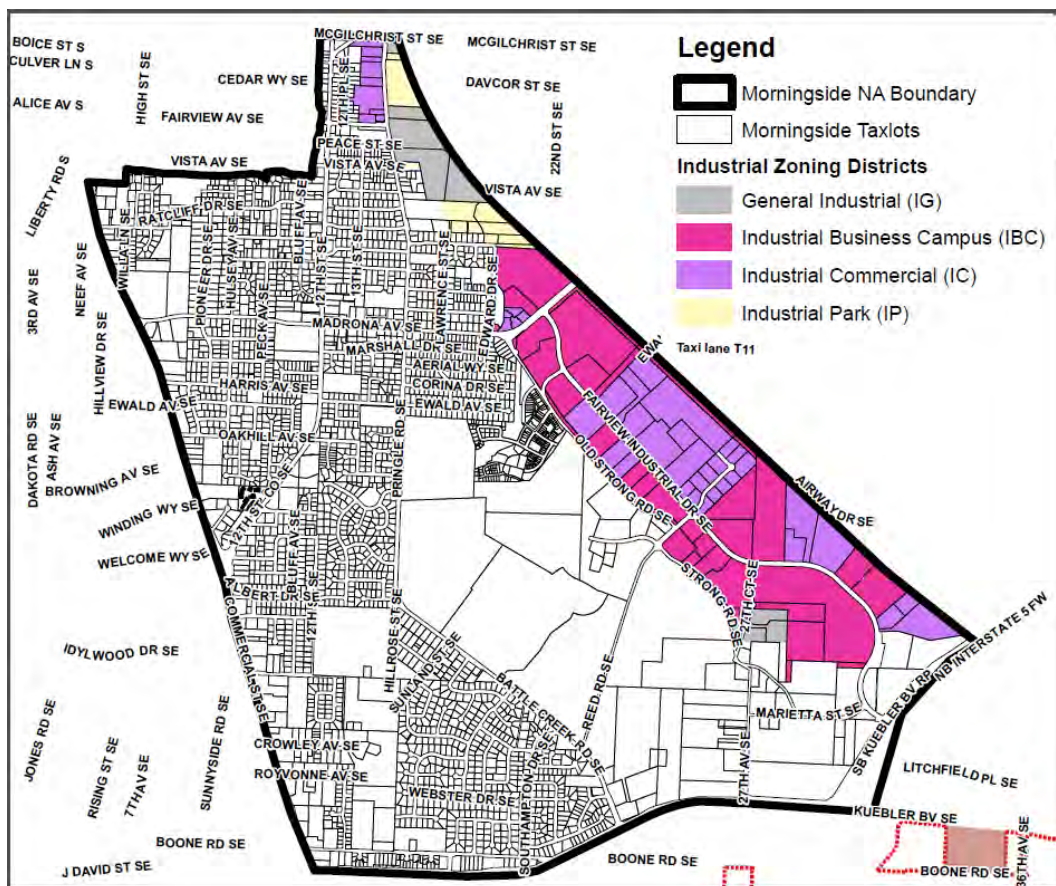
POLICIES:

- 8.1 Encourage industrial development in designated locations that provide family-wage jobs while preserving the residential character of the Morningside Neighborhood.
- 8.2 New industrial development adjacent to commercial or residential lands should incorporate adequate setbacks, landscaping and screening to minimize negative visual impacts.

MORNINGSIDE NEIGHBORHOOD PLAN

- 8.3 Industrial site development should feature green stormwater infrastructure and environmentally sensitive site design to promote restoration and conservation of existing riparian and wetland features.
- 8.4 Entry and exit routes for industrial sites should provide direct access to designated arterial and collector streets and should avoid directing traffic into residential areas.
- 8.5 Encourage industrial businesses to draw from the local skilled labor force.

Figure 3.9: Industrial Zoning Districts



Chapter 4 - NEIGHBORHOOD HERITAGE



GOAL 9

Enhance the value of the Morningside Neighborhood's heritage assets by encouraging best practices in preservation projects, supporting historic preservation strategies that make available positive incentives, and fostering awareness of Morningside's unique contributions to local history.

POLICIES:

- 9.1 Support recognition of Morningside's legacy buildings and heritage landscapes.
- 9.2 Reinforce neighborhood heritage through adaptive reuse. Successful examples include the conversion of historic structures at the intersection of Cannon, 12th and 13th streets as office and medical uses.

RECOMMENDED ACTIONS:

- A9.1 Work cooperatively with City historic preservation staff, the Salem Heritage Network (SHINE) and other community stakeholders to identify and preserve Morningside's heritage landscape elements, such as the former orchard trees located in Clark Creek Park.
- A9.2 Develop and implement a heritage resource plan for Morningside to celebrate and showcase some of the 1,051 structures within the neighborhood boundaries that are over 50 years old.
- A9.3 Seek funding opportunities and community and City support to establish a Morningside Museum.

Chapter 5 – TRANSPORTATION



OVERVIEW

Morningside contains, and is bound by, over 40 miles of public and private rights-of-way. The Salem Transportation System Plan (TSP) identifies three primary north-south arterial roads (one major and two minor) and three east-west minor arterial roads bisecting the Morningside Neighborhood in addition to a major arterial street (Commercial Street SE), a Parkway (Kuebler Blvd SE) and Interstate Highway 5, which border the neighborhood to the south, west and southeast (Figure 5.1). The remainder of the road network is comprised of collector and local streets. Salem-Keizer Transit currently provides mass transit service to the neighborhood via five established bus routes. The TSP also plans for approximately 7 miles of multi-use trails and pathways and 13 miles of striped bicycle lanes bisecting the neighborhood (Figures 5.2 and 5.3), providing non-motorized transportation options throughout the neighborhood and connections to other areas within the City (See also Chapter 6).

A common feature of the Morningside Neighborhood is a lack of sidewalks and improved pedestrian crosswalk amenities, particularly in the northwest portion of the neighborhood. In addition to safety issues, the lack of pedestrian

MORNINGSIDE NEIGHBORHOOD PLAN

infrastructure poses a substantial barrier to segments of the population who may be transportation disadvantaged and unable to access basic needs (food, medical care, employment, etc.) via use of a single-occupancy vehicle (Burden and Litman, 2011). Recently adopted updates to the pedestrian and bicycle elements of the TSP identify and prioritize extensive improvements to the pedestrian and multi-use pathway system within the Morningside Neighborhood, which will contribute substantially to a safer and more robust pedestrian system and increase transportation options for Morningside residents. Transportation priorities from the draft neighborhood plan prepared by the Morningside Board in 2004 were discussed and modified through the Morningside 360° neighborhood planning process. The goal, policy and recommended action statements below are intended to reinforce identified neighborhood transportation priorities, including connectivity, multi-modal transportation, pedestrian safety, and the re-classification of Hilfiker Lane SE as a collector street in the Salem Transportation System Plan.

GOAL 10

Foster a local transportation system that achieves the following:

- Promotes improved efficient travel movement and a high level of connectivity for all modes of transportation.
- Encourages the development of safe walkable places with a high degree of pedestrian connectivity.
- Increases the availability and viability of transit and alternative transportation for neighborhood residents.
- Places a high priority on Level of Service (LOS) analysis that reflects design impacts for all transportation modes.

POLICIES:

- 10.1 Sidewalk installation and infill shall be considered high priority neighborhood improvement projects within ¼ mile of schools and parks. In retrofit situations, consideration should be given to providing interim pedestrian improvements on school access routes (such as Peck).
- 10.2 New subdivisions should provide multiple external street connections to foster vehicle flow through a distributed or grid-type system and multiple access points to the arterial and collector street network.
- 10.3 Where possible, a landscaped median should be installed along Commercial Street SE.
- 10.4 Transit and non-motor vehicle 'Level of Service' should be considered in transportation planning and street design.
- 10.5 New residential subdivisions in the portion of Morningside that is south of 12th Street Cutoff SE and west of Pringle and Battle Creek Road SE should enhance street connectivity in this area.

MORNINGSIDE NEIGHBORHOOD PLAN

- 10.6 Promote the installation of continuous sidewalks and reduction of cross-walk distances along Commercial Street SE. New sidewalks should be separated from vehicle traffic by adequate buffer landscaping consistent with the Transportation System Plan.
- 10.7 Marked crosswalks in areas of high pedestrian traffic should utilize high-visibility crosswalk markings.
- 10.8 The Morningside Neighborhood Association supports the use of traffic calming techniques (speed bumps, traffic circles, etc.) to improve traffic flow, and pedestrian and bicyclist safety.
- 10.9 Encourage installation of curb extensions at street intersections in new and retrofitted developments to improve pedestrian safety.

RECOMMENDED ACTIONS:

- A10.1 The City should consider amendments to the Salem Revised Code to facilitate the following:
 - a) Include non-automobile rights-of-way such as ‘common greens’ and shared mode streets (shared courts) under the definition of a ‘street’ for the purposes of providing lot frontage;
 - b) Provide alternatives to allow off-site or shared bicycle parking in areas where zero lot line development is encouraged.
- A10.2 The City should consider amending the Transportation System Plan to accomplish the following:
 - a) Re-classify Hilfiker Lane SE and its future extension from Commercial Street SE to Pringle/Battle Creek Road SE from a Minor Arterial to a Collector Street (Figure 5.4);
 - b) Provide for an extension of Marietta Street SE as a Collector Street with an accompanying Shared-Use Path between 27th Avenue SE and Reed Road SE (Figure 5.4);
 - c) Require consideration of pedestrian and bicycle Level of Service in street design and transportation planning decisions;
 - d) Include standards and cross sections for non-automobile rights-of-way such as ‘common greens’ and similar ‘pedestrian’ streets;
 - e) Standards for bike corrals within the public right-of-way.
- A10.3 There should be no additional widening of either 12th Street or Madrona Avenue at their intersection.
- A10.4 The Pringle Creek Community Homeowner’s Association and Sustainable Investments LLC should work closely with the Salem-Keizer School District to maintain open access along the multi-use pathway that connects the Pringle Creek Community and Leslie Middle School.

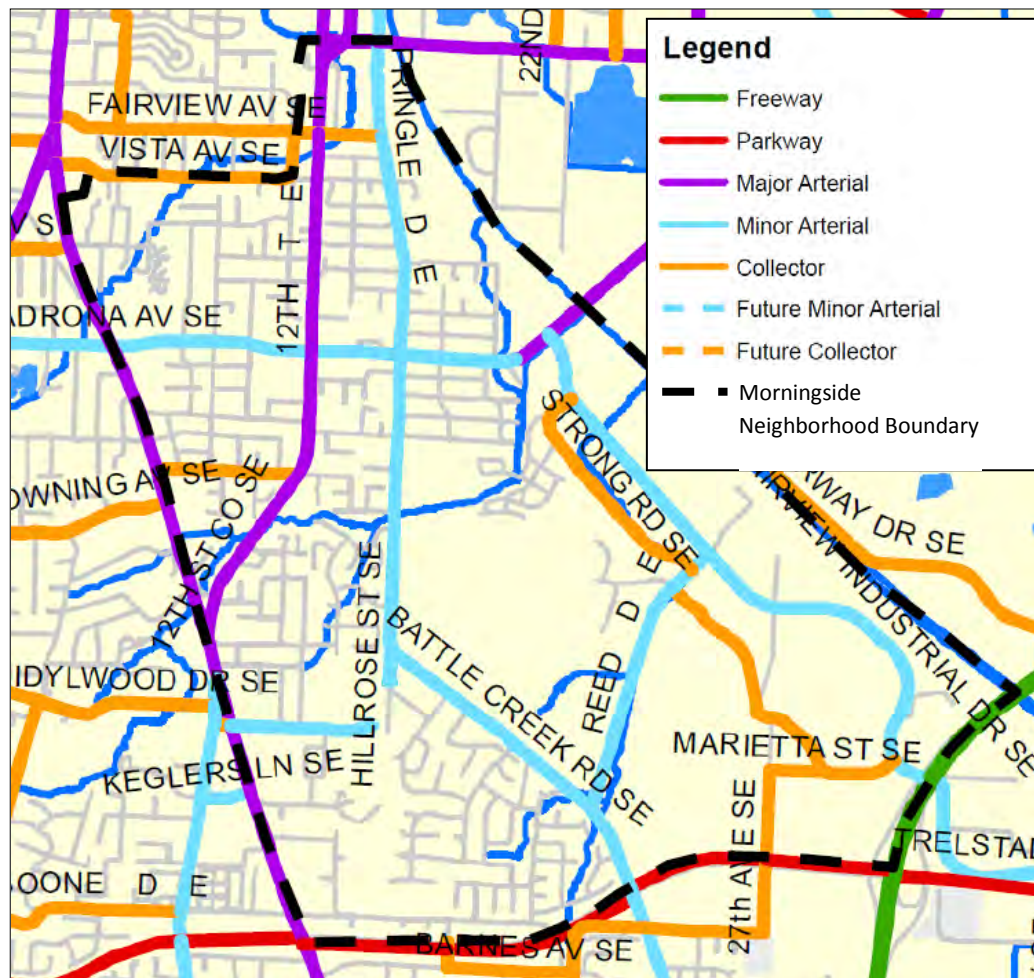
MORNINGSIDE NEIGHBORHOOD PLAN

A10.5 At such time that improvements are proposed to the pedestrian crossing at Commercial Street SE and 12th Street Cutoff SE, the City should consider robust crossing facilities to maximize pedestrian safety.

A10.6 Close cooperation is encouraged between the Morningside Neighborhood Association and the Salem-Keizer Transit District to encourage public transit ridership to the extent that, over time, a significantly larger share of the population uses transit. Bus shelters and appropriate pedestrian facilities should be provided at transit stops.

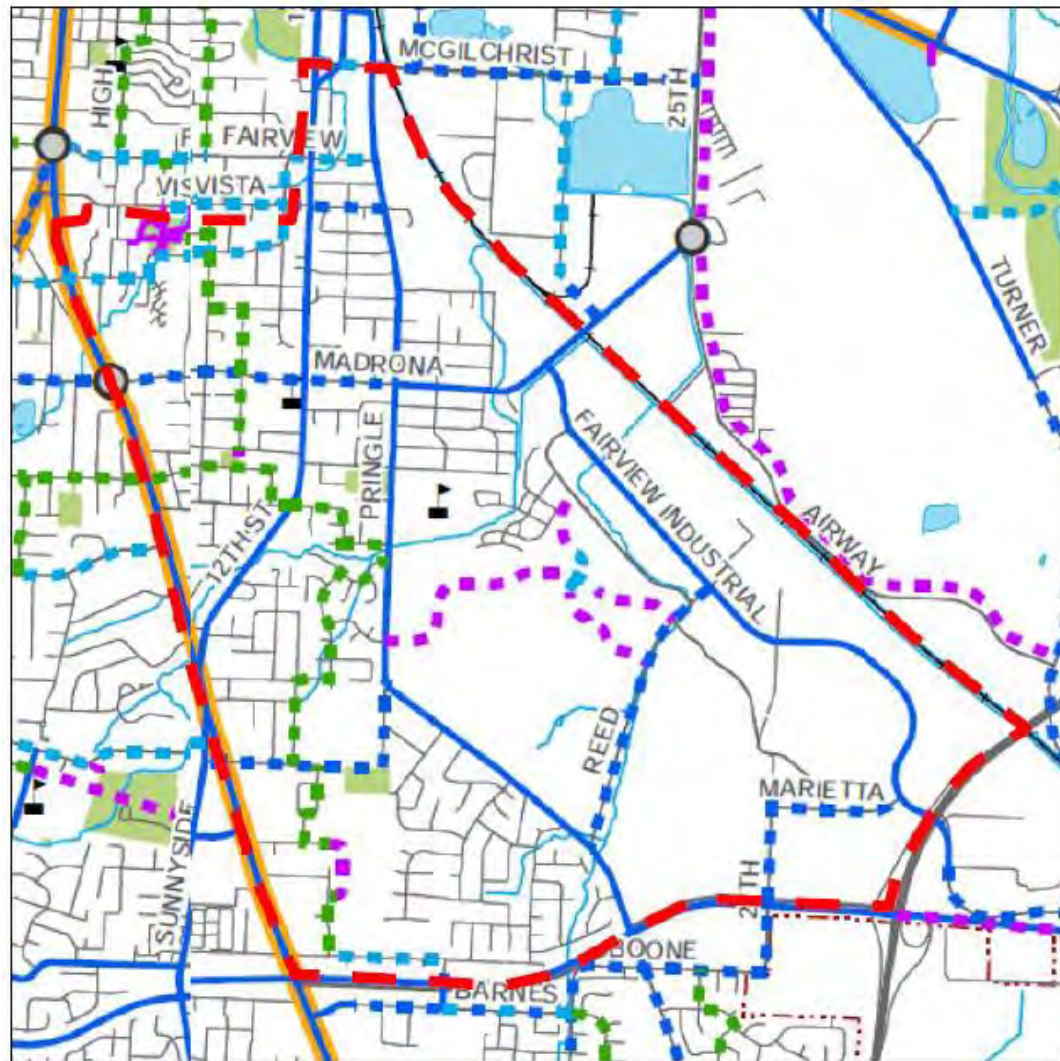
A10.7 The City should engage the Morningside Neighborhood Association, and other affected neighborhoods, at such time that future development is proposed at the Salem Municipal Airport.

Figure 5.1: Planned Motorized Transportation Infrastructure (from TSP)



MORNINGSIDE NEIGHBORHOOD PLAN

Figure 5.2: Planned Bicycle Transportation Infrastructure (from TSP)



Legend

Proposed Bicycle Network

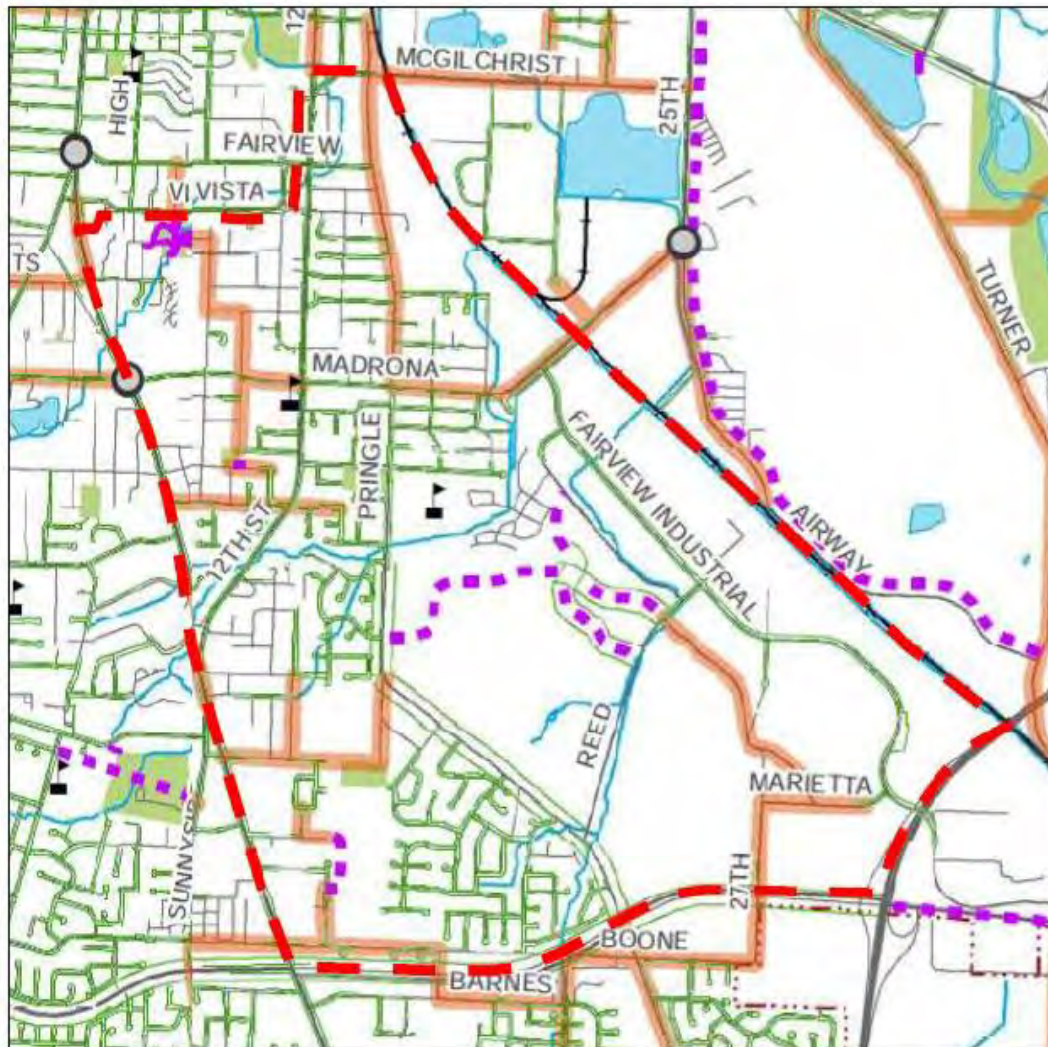
-  Proposed Intersection Improvements
-  Proposed Family Friendly Bikeway
-  Proposed Shared Lane Markings
-  Proposed Uphill Bike Lanes/Downhill Shared Lane Markings
-  Proposed Bike Lanes
-  Proposed Cycle Track
-  Proposed Shared Use Path
-  Potential Enhanced Bikeways

Existing Bicycle Facilities

-  Existing Shared Lane Markings
-  Existing or Funded Bike Lanes
-  Existing or Funded Shared Use Path
-  Existing Unpaved Path
-  School
-  Park
-  Salem-Keizer UGB
-  Morningside Neighborhood Boundary




MORNINGSIDE NEIGHBORHOOD PLAN

Figure 5.3: Planned Pedestrian Transportation Infrastructure (from TSP)



Legend

Proposed Pedestrian Network

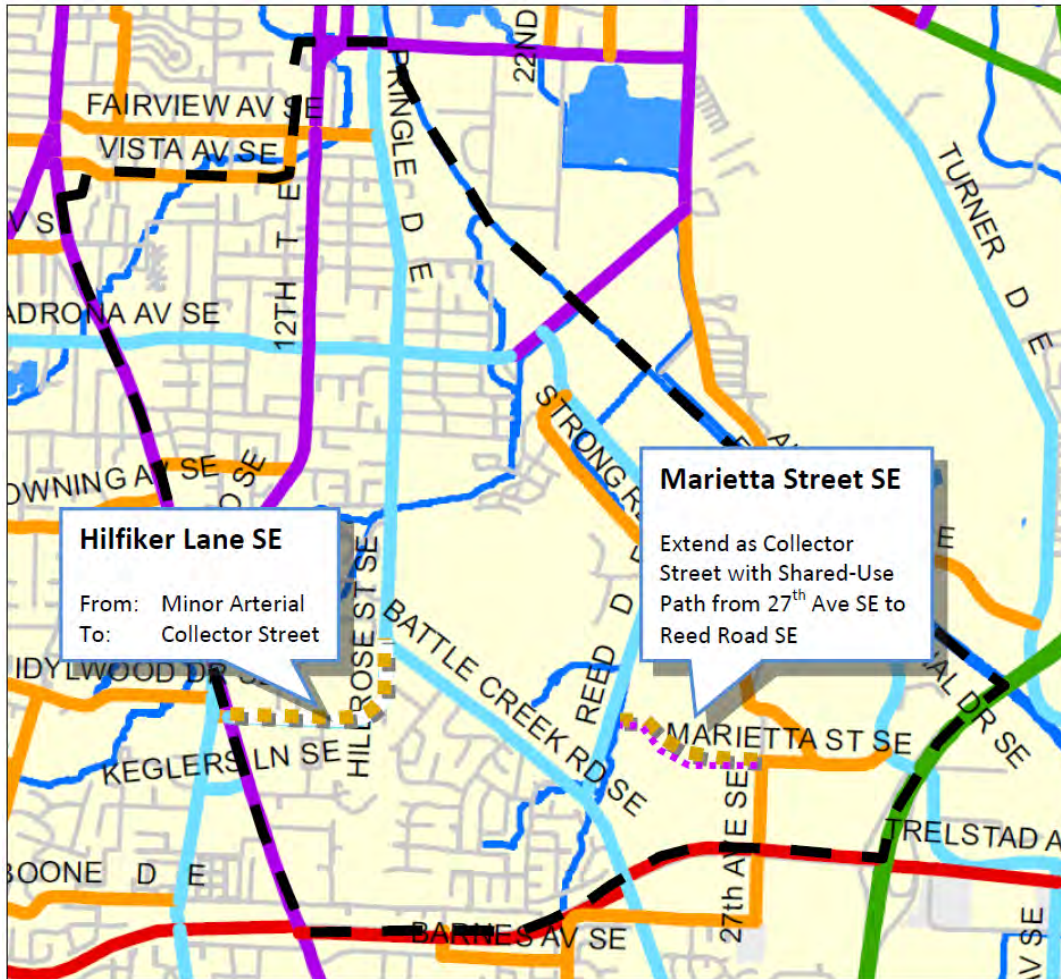
-  Proposed Intersection Improvements
-  Proposed New Sidewalks or Sidewalk Infill
-  Proposed Shared Use Path

Existing Pedestrian Facilities

-  Existing or Funded Sidewalk
-  Existing or Funded Shared Use Path
-  Existing Unpaved Path
-  School
-  Park
-  Salem-Keizer UGB
-  Morningside Neighborhood Boundary

MORNINGSIDE NEIGHBORHOOD PLAN

Figure 5.4: Conceptual TSP Amendments



Legend

- Freeway
- Parkway
- Major Arterial
- Minor Arterial
- Collector
- - - Future Minor Arterial
- - - Future Collector
- - - Morningside Neighborhood Boundary

*This map has been provided for illustrative purposes only. In no event is the City of Salem liable for damages from the from the use of this illustration.

Chapter 6 – PARKS, RECREATION AND OPEN SPACE



OVERVIEW

Morningside is currently underserved by public parks, with just 12.28 acres of existing developed parkland contained within three neighborhood parks (Figure 2.4). Existing park facilities provide approximately 1.4 acres per 1,000 residents, which is substantially below both the existing condition of 11.8 acres per 1,000 residents for the City of Salem overall, the national standard of 10-20 acres per 1,000 residents cited in a Trust for Public Land Parks System Analysis commissioned by the City in 2007, and the goal of 7 acres per 1,000 residents set forth in the 2012 Comprehensive Parks Master Plan (Parks Master Plan).

An additional 5-acre neighborhood park site has been acquired by the City of Salem adjacent in the west-central portion of Morningside adjacent to the future alignment of Hilfiker Lane SE, and a 5-acre neighborhood park site is also required to be provided with development of the former Fairview Training Center site, located in the central portion of the neighborhood. The Parks Master Plan also identifies opportunities for additional neighborhood, community and urban parks in the largely underdeveloped and underserved south-central portion of the neighborhood. The plan indicates minimum size requirements of 5 and 20-50+ acres respectively for these future parks, which would contribute substantially to

MORNINGSIDE NEIGHBORHOOD PLAN

Morningside's park acreage deficit if developed.

GOAL 11

Strive to increase the number and acreage of parks and recreational facilities within the Morningside Neighborhood to meet the service level needs of its residents (Figure 6.1), and maximize the benefits that parks and open space offer to the community.

POLICIES:

- 11.1 Encourage the advance acquisition of land for public parks in order to secure the parks facilities in central and south Morningside that were identified in the adopted Parks Master Plan (Figure 6.2).
- 11.2 Support and encourage the development of the currently unimproved Hilfiker Lane SE park site.
- 11.3 Support acquisition of the area identified in the Fairview Master Plan as 'The Woods' as Public Park.

RECOMMENDED ACTION:

- A11.1 The Morningside Neighborhood supports the development of parks and open space lands in underserved areas of the community in addition to those included in the Parks Master Plan.
- A11.2 The City should engage the Morningside Neighborhood Association for input on planning and design elements at such time that improvements are proposed to Morningside parks.

GOAL 12

Promote development of the trail, sidewalk and multi-use pathway system identified in the Parks Master Plan (Figure 6.3) to provide non-motorized pathway connections through the Morningside Neighborhood, and between the neighborhood and the city's downtown core.

POLICIES:

- 12.1 Owners of properties abutting Pringle Creek and its tributaries should be engaged outside of the land use process to establish a multi-use pathway in the vicinity of this waterway for the purpose of providing a non-motorized route from south Morningside to the city's urban core.
- 12.2 At the time of development, City Parks and Transportation Division and the Morningside Neighborhood Association should engage project applicants to broker easement rights for establishment of the off-street trail system identified in the Parks Master Plan.

MORNINGSIDE NEIGHBORHOOD PLAN

- 12.3 Sustainable Fairview Associates LLC should be engaged for potential establishment of a linear park feature and trail system linkage, consistent with the Parks Master Plan, along the vacated portion of Old Strong Road between Reed Road SE and Lindburg Road SE.

GOAL 13

Distinguish Morningside's parks and open spaces as community destinations with intrinsic recreational and cultural value.

POLICIES:

- 13.1 In addition to level of service, park design should showcase the unique attributes of a particular location to distinguish individual parks as community destinations.
- 13.2 New and retrofitted parks shall incorporate amenities and facility attributes as identified for each park-type in the Parks Master Plan.
- 13.3 Funding for existing park facilities should be supported and maintained to continue to serve the needs of neighborhood residents.
- 13.4 Parks that include amenities for spectator sports shall be developed with adequate off-street vehicle parking.
- 13.5 Parks design should enhance visibility into the park space from adjacent local streets and residences and provide effective buffering from adjacent arterial streets.

RECOMMENDED ACTIONS:

- A13.1 The Morningside Neighborhood should partner with City Parks and Transportation staff and the Salem Parks Foundation to impart local knowledge and identify unique attributes that can be celebrated in the design of new and upgraded parks facilities.
- A13.2 The Morningside Neighborhood Association, City staff and Sustainable Fairview Associates LLC should seek to classify the woodland area identified as 'The Woods' in the Fairview Master Plan as a Public Park and natural open space amenity at such time that it is considered for designation as a public Neighborhood or Community park.

GOAL 14

Utilize existing and future parkland to enhance riparian protections for Pringle and Clark Creeks, and increase the role of these riparian zones as community educational resources.

MORNINGSIDE NEIGHBORHOOD PLAN

POLICIES:

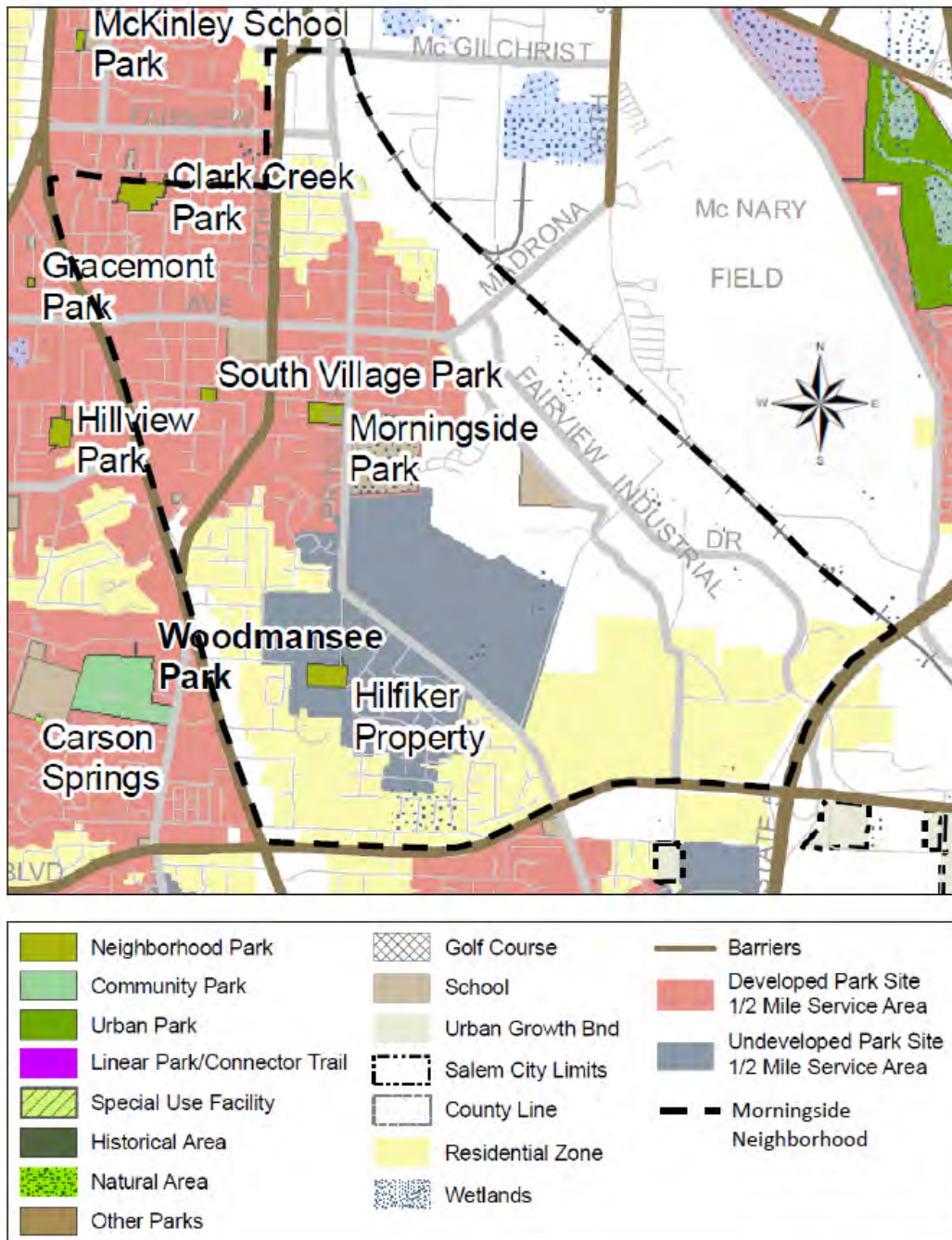
- 14.1 Support the maintenance of adequate buffers along creeks to minimize pollution, protect riparian corridors and improve stream health.
- 14.2 Promote partnerships with the Pringle Creek Watershed Council to organize community educational events and restoration activities in publicly-owned riparian corridor areas.

RECOMMENDED ACTIONS:

- A14.1 The Morningside Neighborhood Association should actively seek out neighborhood and City partnerships to participate in the Tree Canopy Task Force, identify possible parks/open space benefactors (Salem Parks Foundation, Nature Conservancy, Rivers Conservancy, adopt-a-park initiatives, etc.), and seek grant funding for parks development and improvements.
- A14.2 The Morningside Neighborhood Association should assist the City Parks and Transportation Division in developing updated definitions and improvement standards to better address differing types of 'open space,' including (but not limited to):
 - a) Wildlife corridors and native plant habitat;
 - b) Riparian corridors;
 - c) Viewshed resources;
 - d) Passive and active recreational areas.

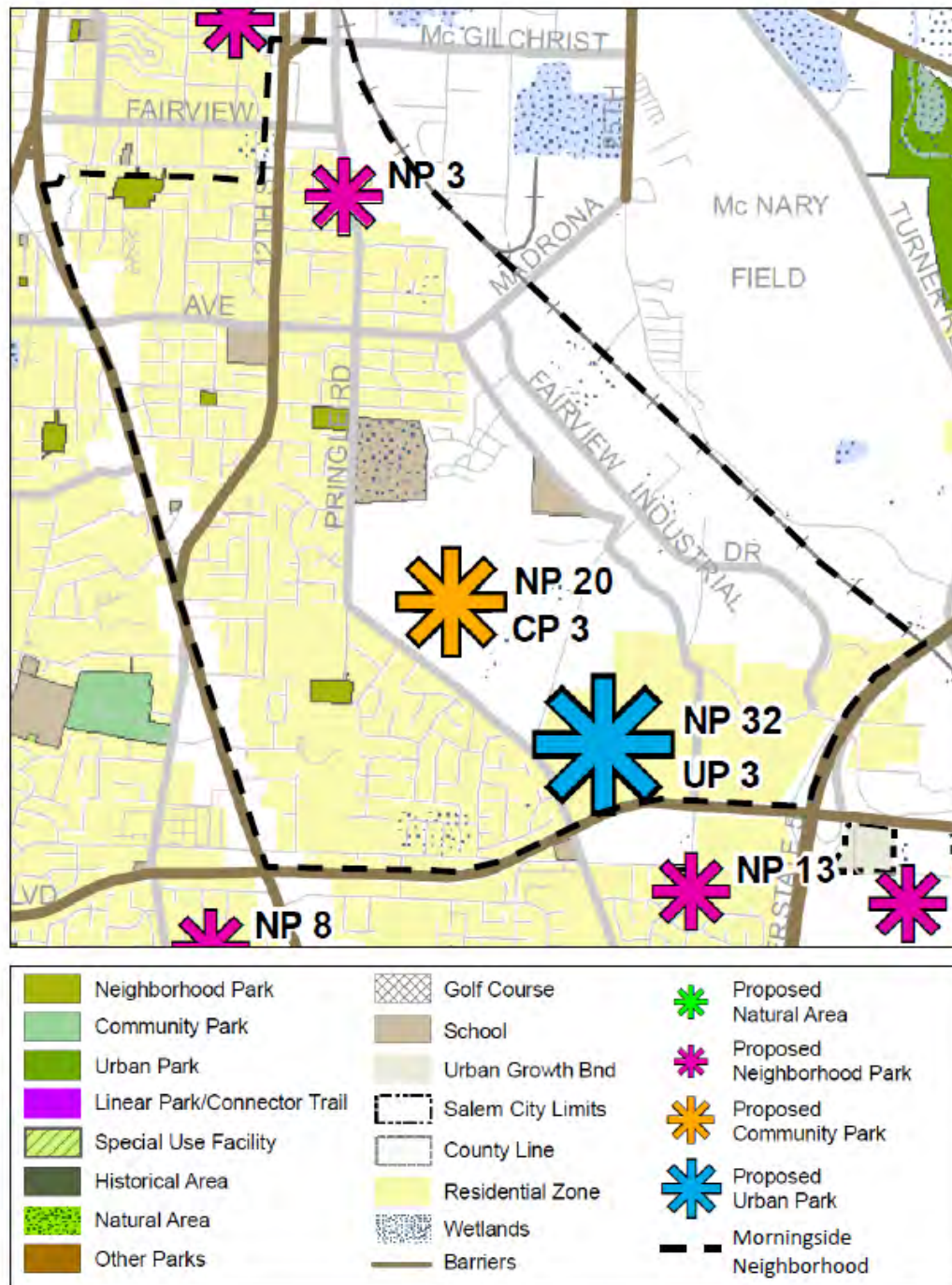
MORNINGSIDE NEIGHBORHOOD PLAN

Figure 6.1: Existing Parks and Service Areas (from Parks Master Plan)



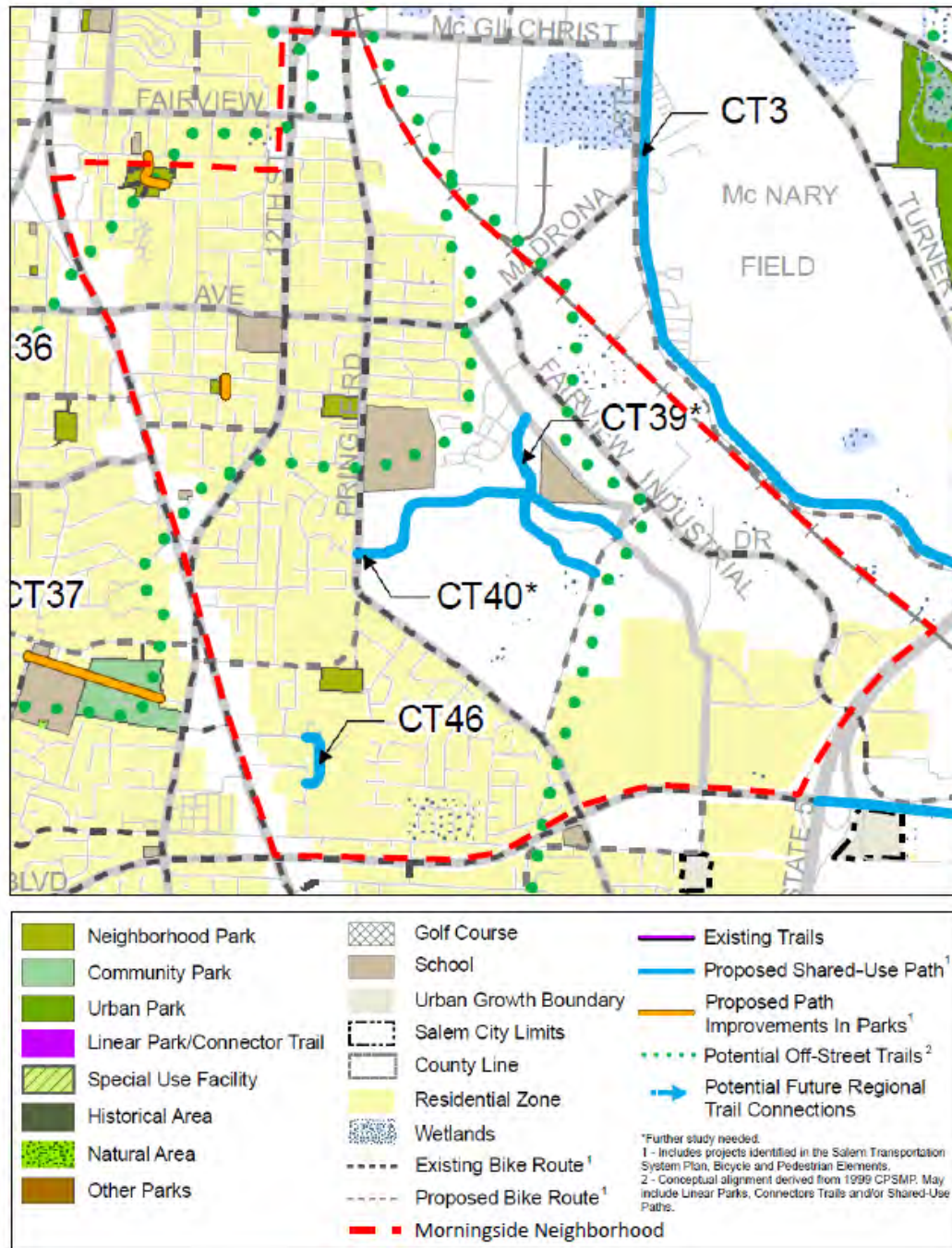
MORNINGSIDE NEIGHBORHOOD PLAN

Figure 6.2: Planned Park System (from Parks Master Plan)



MORNINGSIDE NEIGHBORHOOD PLAN

Figure 6.3: Planned Trail System (from Parks Master Plan)



Chapter 7 – SUSTAINABILITY AND ENVIRONMENTAL QUALITY



GOAL 15

Enhance the quality of life for current and future generations of residents by planning places that are resilient and provide multiple and equitable economic, environmental and social benefits.

POLICIES:

- 15.1 Promote resource conservation, waste reduction and pollution prevention through continued advancement of the City of Salem’s Environmental Action Plan and the Salem Community Energy Strategy.
- 15.2 Support equal access to, and education regarding, local sustainability programs and resources.
- 15.3 The tenets of environmental justice shall be upheld to ensure a diverse neighborhood with equitable quality of life for residents of all family types and socio-economic backgrounds.
- 15.4 Support a vibrant and resilient local economy.

RECOMMENDED ACTIONS:

- A15.1 Support competitive innovation among Salem’s development community to promote high-quality, sustainable project design.
- A15.2 Developers are encouraged to incorporate the standards and principles of the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) program, or similar green building initiatives, in project design, construction and anticipated performance.

MORNINGSIDE NEIGHBORHOOD PLAN

A15.3 Economic, environmental and social factors shall be considered in local decision-making regarding land use and facilities planning.

A15.4 The City should undertake a comprehensive Statewide Land Use Planning Goal 5 inventory to identify and promote protection of significant natural resources within the community.

GOAL 16

Support development practices, business practices and infrastructure technology that minimize negative environmental impacts and resource needs, and improve water quality in Pringle and Clark Creeks.

POLICIES:

- 16.1 Stormwater runoff from new and existing development into Pringle Creek and Clark Creek should be minimized.
- 16.2 New and retrofitted development is encouraged to incorporate on-site renewable power generation methods such as solar photovoltaic, solar thermal, wind energy or clean back-up power supplies where feasible.
- 16.3 Development that maximizes investments in public infrastructure is encouraged.
- 16.4 The creation of new impervious surfaces should be minimized through the installation of permeable paving materials, green roofs, tree canopy, or other methods.
- 16.5 Employers should provide for and encourage telecommuting, flexible non-peak hour shifts, ride-share and/or transit incentives for employees.
- 16.6 Industrial developments must meet all environmental requirements and provide environmental safeguards.
- 16.7 High priority should be given to the elimination of infiltration and inflow from sanitary sewers or construction of additional sewage capacity along Pringle Creek.

RECOMMENDED ACTIONS:

- A16.1 The Morningside Neighborhood encourages development of a package of 'green' Salem Revised Code amendments to forward concepts including (but not limited to) the following:
 - a) Allow rain barrels and cisterns in side and rear yards, exempt from side and rear-yard setback requirements and from accessory structure footprint limitations;

MORNINGSIDE NEIGHBORHOOD PLAN

- b) Establish provisions to allow alternative paving materials as approved hard-surface paving systems for off street parking areas and driveways;
- c) Count the area covered by a 'green roof' toward meeting a portion of applicable on-site landscaping requirements;
- d) Prioritize low-impact development (LID) practices in public streetscape design, development in riparian corridors and stormwater management;
- e) Allow for a percentage reduction of minimum off-street parking required for commercial developments adjacent to major arterial streets where tree plantings proposed within the parking lot exceed the minimum requirement of the zoning code by at least 25 percent.

A16.2 The Public Works Department should consider replacement of existing street lights with facilities utilizing solar power or induction bulbs.

A16.3 The City is encouraged to seek funding and administer a local grant program, similar to the Historic Toolbox Grant Program, for the purpose of promoting energy-efficient home remodels and new construction. The Morningside Neighborhood Association should provide assistance in identifying and securing grant funding for such a program.

A16.4 Residential multi-family developments located within 500 feet of a freeway, parkway, major arterial or other significant source of air pollution shall include design measures to promote the protection of residents from sources of air pollution.

A16.5 Applicants for new developments are encouraged to conduct a voluntary health impact assessment during project development, and incorporate design changes based on the assessment findings.

A16.6 To the extent practical, the market value of ecosystem services provided by a particular natural resource (wetland, significant tree, tree grove, etc.) should be considered in publicly-funded projects that may impact or remove such features.

GOAL 17

Promote tree planting activities to increase the urban tree canopy of the Morningside Neighborhood to 25 percent.

POLICIES:

17.1 Non-municipal sources of seedling stock, funding for planting, maintenance and care of trees should be sought and obtained.

17.2 Engage local volunteer organizations, watershed councils and government agencies to organize neighborhood-sponsored tree planting

MORNINGSIDE NEIGHBORHOOD PLAN

events.

RECOMMENDED ACTIONS:

A17.1 The Morningside Neighborhood Association shall develop a neighborhood tree planting strategy to leverage public-private partnerships, non-profit organizations and community volunteers in order to increase tree canopy throughout the neighborhood.

A17.2 At such time that City tree regulations are updated, consideration should be given to alternative methods or options for compliance with requirements such as basing preservation on inches of tree 'diameter' rather than the number of trees, or providing a sliding scale of ratio of percentage of significant trees preserved/total diameter preserved, to provide greater options for compliance.

GOAL 18

Increase access to food, and the production of locally-grown food, within the Morningside Neighborhood.

POLICIES:

18.1 Work closely with the ownership parties of the former Fairview Training Center site, as the area continues to develop, to organize a Morningside farmer's market at the Fairview property.

18.2 The Salem Parks and Transportation Division is encouraged to partner with recognized neighborhood associations to allow the establishment of community gardens within City-owned parks.

RECOMMENDED ACTION:

A18.1 Any future commercial development in the Kuebler/I-5 Interchange Area – Northwest Quadrant should provide for establishment of at least a neighborhood-scale retail grocery store.

Chapter 8 – PUBLIC FACILITIES AND COMMUNITY SERVICES



GOAL 19

Ensure the provision of safe, economical and equitable street, water, sewer, education and governance systems for all citizens.

POLICIES:

- 19.1 Support stable and sustainable funding for public services.
- 19.2 Overhead utility lines should be located underground, whenever possible.
- 19.3 Street lights shall be installed within public rights-of-way at appropriate intervals to promote safe usage of public sidewalks and walkways at all times of the day.
- 19.4 Provide safe and convenient access to schools via sidewalks, bike paths and appropriate vehicle access to allow for safe drop-off and pick-up.
- 19.5 The adverse impacts of street construction projects on existing neighborhoods and facilities shall be minimized.
- 19.6 Encourage the development and maintenance of a drainage system that is adequate to relieve storm water problems throughout the drainage basins.
- 19.7 Neighborhood schools should be adequately supported and protected from adverse impacts caused by traffic and incompatible development.
- 19.8 The Morningside Neighborhood Association supports storm drainage strategies that encourage on-site retention of stormwater and provide an efficient and economically-feasible plan for piped and open channel flow where on-site retention is limited.

MORNINGSIDE NEIGHBORHOOD PLAN

RECOMMENDED ACTIONS:

- A19.1 The City should explore additional mechanisms to gather public input on major projects prior to applying for funds and entering into commitments to provide opportunity for concerns to be voiced at the earliest project stages.
- A19.2 Project designs for educational facilities should provide adequate, quality, safe schools for the children of Morningside.
- A19.3 Street maintenance should include maintaining currently unimproved streets (those without curbs and sidewalks).

GOAL 20

Foster resident participation in the Morningside Community Emergency Response Team (CERT) and Neighborhood Watch programs.

POLICIES:

- 20.1 Maintain open communication lines between CERT team, Neighborhood Watch volunteers, and the Salem Police and Fire Department staff.
- 20.2 Increase awareness and participation by providing program information on the Morningside Neighborhood Association webpage and at all neighborhood meetings.

Chapter 9 – OPPORTUNITY AREAS

OPPORTUNITY AREA 1: FAIRVIEW COMMERCE CENTER



Fairview Commerce Center, *Salem Urban Development Department*

OVERVIEW

The Fairview Industrial Park was identified as a potential major employment center by the City of Salem and State of Oregon the late 1970s and early 1980s (Project '90 Committee, 1981; Beckendorf & Associates, 1983). In 1984, an urban renewal plan was enacted to improve the overall appearance, condition and function of the area while eliminating blight conditions that impeded orderly redevelopment and effective economic development. The Fairview Industrial Park is dominated by the IBC (Industrial Business Campus) and IC (Industrial Commercial) zoning districts characterized by a mix of light manufacturing, corporate and state offices, and contracting businesses punctuated by accessory restaurant, service and community uses.

The IBC-zone designation was created in the early 1980s to facilitate an expected need for campus-like industrial development that would, in particular, attract and serve manufacturing and high-technology electronics sectors and their supporting uses. Boise Cascade's corrugated container plant, north of Madrona Avenue SE, was the first major development in the industrial park (1987); followed by Yamasa Corp. south of Madrona Avenue (1993). Siltec, which became Mitsubishi Silicon America and was later known as SUMCO, was

MORNINGSIDE NEIGHBORHOOD PLAN

a key manufacturer in the industrial park and first purchased property in the area in 1994. However, the intended purpose of the IBC-zone did not materialize to the extent that had been projected. As the technical requirements for high-technology electronics changed and as production shifted to locations out of state and overseas, those facilities closed and have been converted to other industrial and business service uses.

The Fairview Industrial Park has seen a resurgence of development interest in the last decade. In response to both market trends and the economic realities of the “Great Recession,” the area has retained some industrial uses while broadening to include a mix of light manufacturing uses, professional office uses and a wide variety of accessory and supporting non-manufacturing uses. With this trend has come recognition by the development community and local government agencies that the IBC-zone may no longer provide adequate flexibility in its use allowances to accommodate this transition. In response, approximately 112 acres of former IBC-zoned land has been converted to the more flexible IC (Commercial Industrial) zoning designation since 2006. The zone changes sought to accommodate the above-described market shift to a “Fairview Commerce Center” have produced a hybrid district allowing only a selection of IC-zone uses while maintaining the development standards of the IBC-zone in order to maintain the large building setbacks from the streetscape, abundant landscaping, improved roadways and pedestrian and bicycle amenities, and open spaces that characterize the industrial park. The inclusion of office and professional uses within the industrial park has also coincided with the relocation of several state agency offices to the area, giving rise to debates as to the efficacy of allowing non-taxable entities to purchase land within an Urban Renewal Area established on the premise of generating tax increment.

Recent and innovative economic development programs established to spur development within the Fairview Commerce Center include the City’s Enterprise and Electronic Commerce Zone and Fairview Small Business Pilot Loan Program, which are intended to promote e-commerce and stimulate traded-sector job growth respectively in this dynamic and important local resource area. With approximately 70 acres of undeveloped parcels and many additional acres of underdeveloped land, the Commerce Center remains a significant regional employment center with great potential to fuel local economic growth and prosperity.

GOAL 21

Maintain and enhance the Fairview Commerce Center as an innovative and market-responsive, economic development asset (Figure 9.1).

POLICIES:

- 21.1 The Fairview Commerce Center should be promoted and managed as a significant regional employment center, providing diverse private investment opportunities and a preponderance of family-wage jobs, and contributing to the economic and social livelihood of the City of Salem.

MORNINGSIDE NEIGHBORHOOD PLAN

- 21.2 Limited retail and service uses are encouraged with new and retrofitted development to provide Fairview Commerce Center employees opportunities within walking distance to fulfill functions such as eating and commerce on breaks and before/after work.
- 21.3 Whenever possible, future development should take advantage of potential synergistic opportunities afforded by the adjacency of the Commerce Center to the Union Pacific Railroad tracks and the Salem Municipal Airport.
- 21.4 Employ green stormwater infrastructure to avoid the flow of untreated stormwater runoff from impervious surfaces into Pringle Creek and its tributaries.
- 21.5 New uses and development within the Fairview Commerce Center should contribute toward the property tax base of the City of Salem.
- 21.6 Within the Fairview Commerce Center, the design standards and landscaping requirements of the IBC (Industrial Business Campus) zone and Fairview Urban Renewal Area (City of Salem, 1984) shall be maintained in any update or replacement of the IBC zoning district.

RECOMMENDED ACTIONS:

- A21.1 The City should amend the IBC zone to reduce the need for Comprehensive Plan and zone changes in this district to allow the trend toward establishment of predominantly family-wage employers, traded-sector industries and light industrial uses. Ideally, the amendment should be applicable to the IBC-zone holistically and not limited to the Fairview Commerce Center.
- A21.2 The Urban Development Department should build upon the success of the Fairview Small Pilot Loan Program (City of Salem, 2011) and develop additional, expanded, performance-based incentives that promote the creation of family-wage jobs.
- A21.3 Private or publicly-owned wayfinding signage, similar to that installed downtown, should be installed to connect the Fairview Commerce Center to nearby neighborhoods, natural resource areas and the city's downtown in a safe manner.
- A21.4 The City, the Morningside Neighborhood Association and private property owners should work cooperatively to establish a network of publicly accessible, publicly or privately-owned, multi-use pathways along Pringle Creek and potentially north/south adjacent the Union Pacific Railroad tracks as called for in the Parks Master Plan, connecting the Morningside Neighborhood to the city's downtown (Figures 9.1 and 9.2).
- A21.5 The Morningside Neighborhood supports changes to the zoning and Comprehensive Plan designations for existing residentially-zoned

MORNINGSIDE NEIGHBORHOOD PLAN

properties within the Fairview Commerce Center to classifications that are supportive of industrial and office uses to facilitate expansion of the commerce center south to Marietta Street SE and Interstate 5, as illustrated in Figure 9.2.

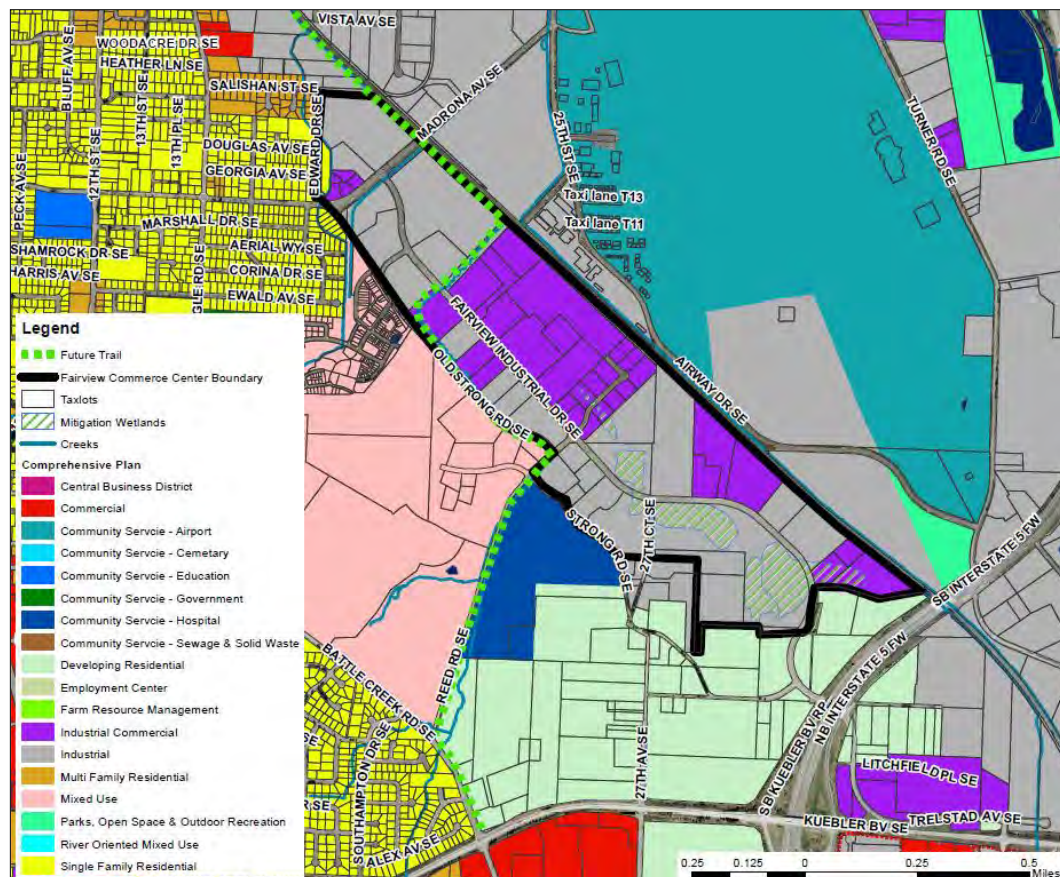
GOAL 22

Enhance walkability and natural resource protection to promote the use of alternative transportation options and a healthy environment within Fairview Commerce Center.

POLICIES:

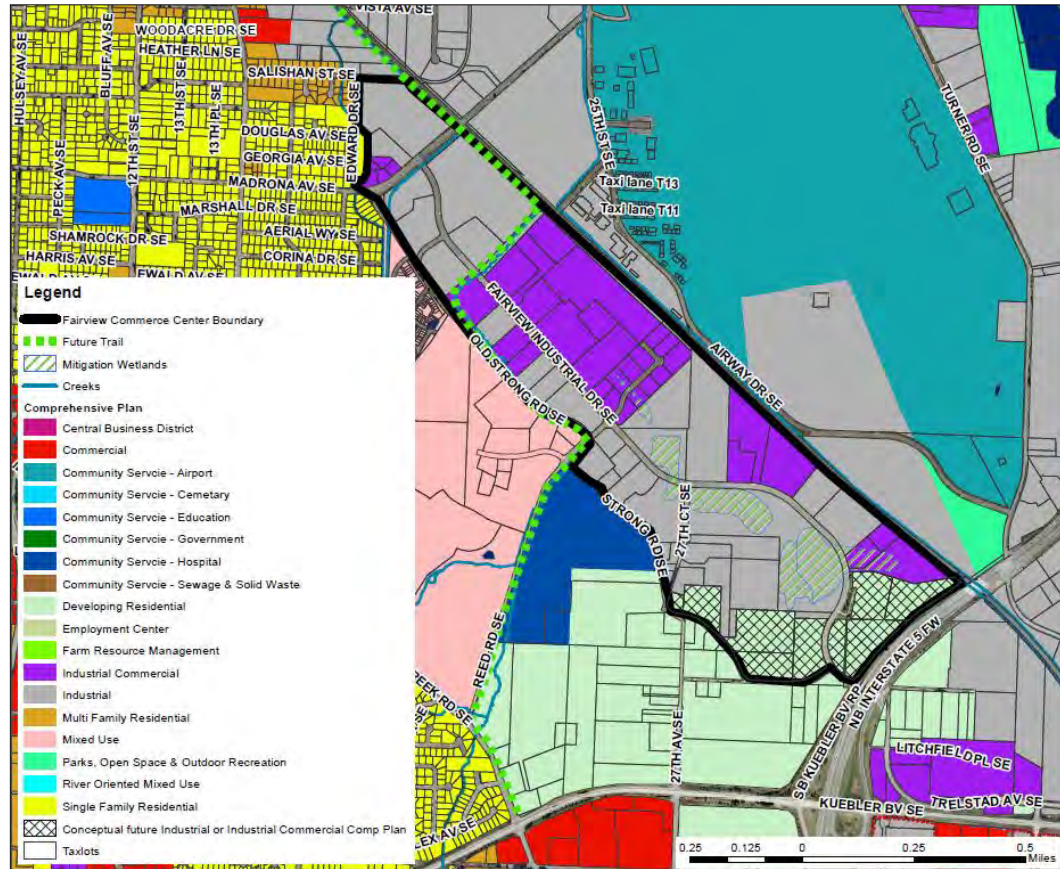
- 22.1 Pedestrian connectivity between the Fairview Commerce Center and existing and future residential development at the former Fairview Training Center site should be maximized.
- 22.2 The pedestrian walkway system and mitigation wetland pathway system within the Fairview Commerce Center are important amenities that shall be maintained and enhanced over time.

Figure 9.1: Fairview Commerce Center, Existing Boundaries and Comprehensive Plan Designations



MORNINGSIDE NEIGHBORHOOD PLAN

Figure 9.2: Fairview Commerce Center, Conceptual Future Boundaries and Comprehensive Plan Designations



*This map has been provided for illustrative purposes only. In no event is the City of Salem liable for damages from the use of this illustration.

OPPORTUNITY AREA 2: FORMER FAIRVIEW TRAINING CENTER (SUSTAINABLE FAIRVIEW)



Source: Fairview Training Center Redevelopment Master Plan

OVERVIEW

A defining feature of the Morningside Neighborhood is the former Fairview Training Center site, which comprises the bulk of Salem's land zoned for mixed-use development, affecting 275 acres generally bound by Battle Creek and Pringle Roads to the west, Reed and Old Strong Roads to the south and east, and Leslie Middle school and single-family residential neighborhoods to the north (Figure 9.3). The site was operated by the State of Oregon between 1908 and 2000 as a facility to house and educate developmentally-disabled persons.

The property was surplus by the State in 2000 and purchased in 2002 by a group of investors and academics known as Sustainable Fairview Associates (SFA). Between 1998 and 2003, a community-level planning effort was led by SFA in partnership with the City of Salem to craft a vision for redevelopment of the site as a model of sustainable, equitable and highly walkable, mixed-use development, the Fairview Master Plan (Sustainable Fairview Associates, 2005). Complementing the sustainable vision embodied in the Master Plan is a set of regulatory provisions allowing for flexible zoning provisions crafted by and tailored to individual developments, intended to alleviate regulatory barriers to realizing the Master Plan vision. The results of this effort were formalized with the creation of the "Mixed Use" Comprehensive Plan designation and "Fairview Mixed Use" (FMU) zoning district in 2003 and adoption of the Fairview Master Plan (Figure 9.4) by the Salem City Council in 2005.

Three developments have been approved on the site thus far, affecting approximately 113 acres of the former state institution. The development plans approved to date preserve substantial natural and community open space, promote compact and higher-density urban development, and provide for an interconnected and diverse transportation system intended to promote non-single-occupancy vehicle travel within the Fairview site. The site is identified as

MORNINGSIDE NEIGHBORHOOD PLAN

an *Existing Mixed-Use Opportunity Area* on the *Salem Urban Area Nodes and Corridors Map* of the Comprehensive Plan, and its continued redevelopment pursuant to the Fairview Master Plan will substantially reshape and redefine the character of the Morningside Neighborhood.

GOAL 23

Promote redevelopment of the former Fairview Training Center site (Figure 9.3) that is innovative, sustainable, equitable and consistent with the goals, policies and objectives of the Fairview Master Plan (Figure 9.4).

POLICIES:

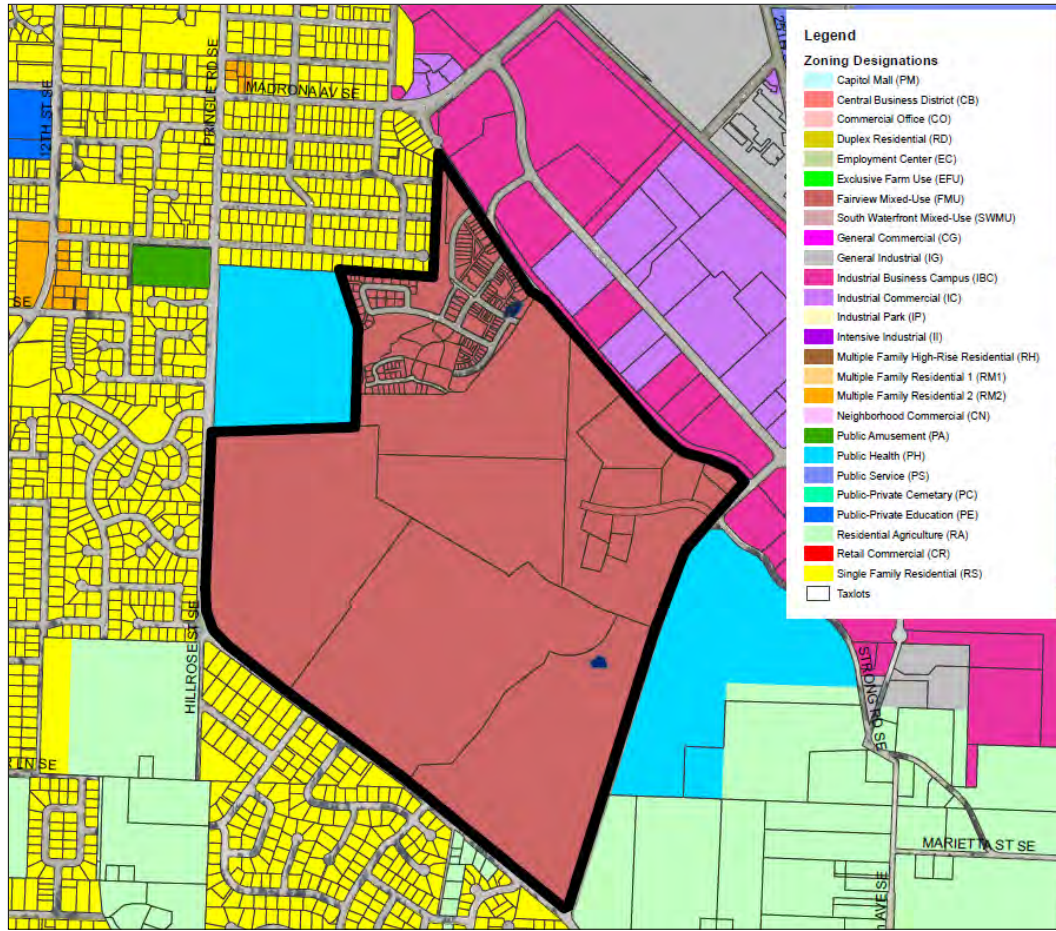
- 23.1 The Morningside Neighborhood Association endorses the adopted Fairview Master Plan promoting mixed-use, sustainable development on 275 acres at the former Fairview Training Center site.
- 23.2 Coordination is encouraged between private developers and the Salem-Keizer Transit District to foster residential densities, employment uses and infrastructure supportive of the establishment of transit service within Fairview site as envisioned in the Fairview Master Plan.
- 23.3 Pedestrian, bicycle and vehicle connections are emphasized between refinement plan areas and existing and future residential and employment uses to the south, east and west of the Fairview site.
- 23.4 The Fairview site shall serve as a model for *green* public street, stormwater and utility infrastructure designs, successful examples of which should be considered for adoption and implementation as appropriate on a citywide basis.

RECOMMENDED ACTIONS:

- A23.1 Applicants for Fairview Refinement Plans should engage the Morningside Neighborhood Association to obtain early input prior to filing an application with the City of Salem.
- A23.2 The former Fairview Training Center site ownership group is encouraged to assess and update the Fairview Master Plan at 5-year intervals to ensure the plan is kept current with changing site conditions, socio-economic trends, public services and technological advances in sustainability science. The ownership group should petition for corresponding updates of the applicable portions of Salem Revised Code.

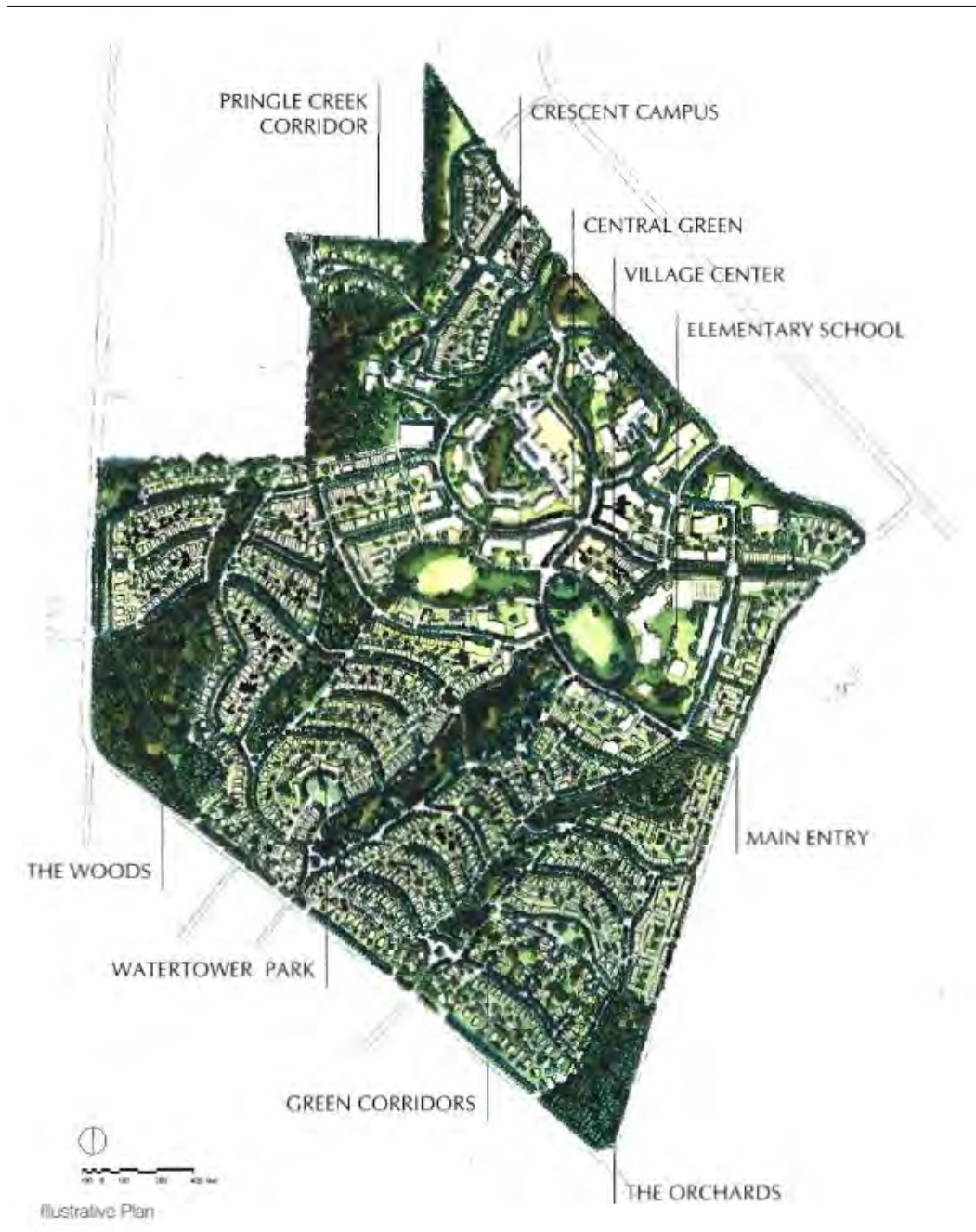
MORNINGSIDE NEIGHBORHOOD PLAN

Figure 9.3: Former Fairview Training Center Site

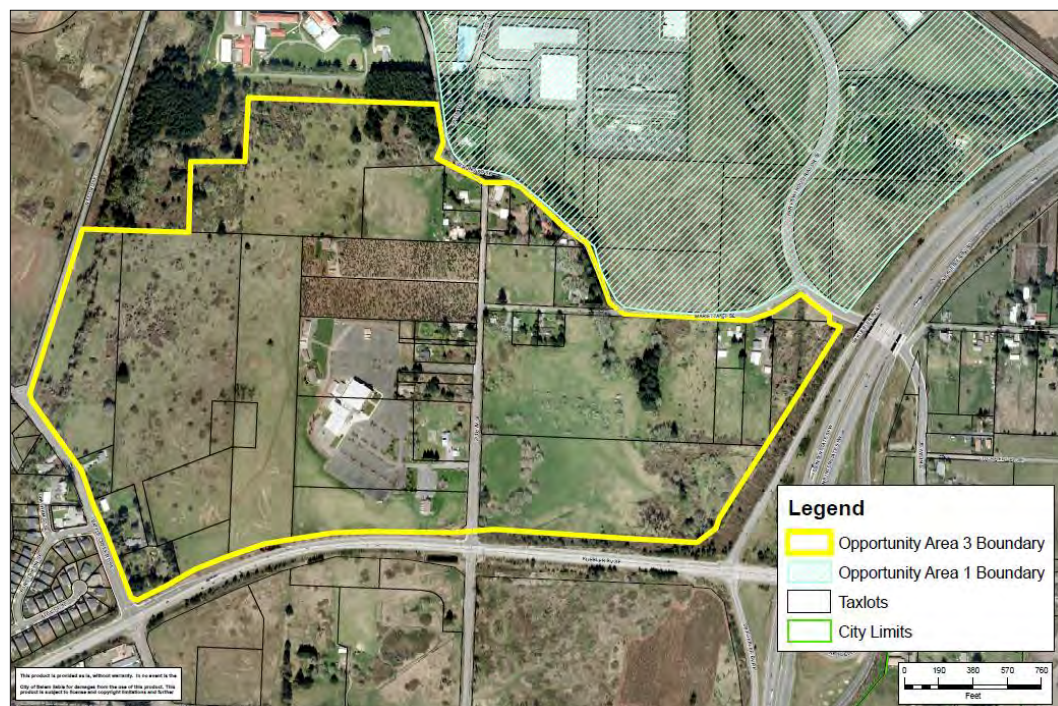


MORNINGSIDE NEIGHBORHOOD PLAN

Figure 9.4: Fairview Master Plan, Illustrative Plan



OPPORTUNITY AREA 3: KUEBLER/I-5 INTERCHANGE AREA, NW QUADRANT



OVERVIEW

A key Opportunity Area in the Morningside Neighborhood is the Northwest Quadrant of the Kuebler/I-5 Interchange Area. The Northwest Quadrant, depicted in Figure 9.5, is approximately 167 acres in size and is bound by Kuebler Boulevard SE to the south, Interstate Highway 5 to the east, Battle Creek and Reed Road SE to the west, and the Hillcrest School, Strong Road SE and Marietta Street SE to the north. The Opportunity Area boundary is generally within the area identified in the Oregon Department of Transportation (ODOT) Kuebler Boulevard Interchange Management Plan (IAMP) (CH2MHILL, 2009). The purpose of the 2009 IAMP is to ensure safe and efficient operations, minimize the need for future major interchange improvements, and protect the function of the interchange over time and the public investment in the facility.

Kuebler Boulevard is the principal east-west arterial connection to the site and between south and east Salem. It also provides a connection to an eastern loop route around Salem that includes Cordon Road, Hazel Green Road, and Chemawa Road (CH2MHILL, 2009). Kuebler Boulevard is classified as a Parkway in the Salem Transportation System Plan (TSP). The cross-section for a Parkway is an 80-foot paved width (five lanes including median/turn lane, in addition to bicycle lanes) within a 120-foot right-of-way. In the vicinity of the Northwest Quadrant, Kuebler is currently improved with a 64-foot paved width within a fluctuating 170 to 259-foot-wide public right-of-way. In addition to the

MORNINGSIDE NEIGHBORHOOD PLAN

requirements of the TSP, the IAMP recommends a number of future improvements to Kuebler Boulevard to accommodate future development in the interchange area.

The majority of the land within the Northwest Quadrant is designated as Developing Residential in the Comprehensive Plan, zoned RA (Residential Agricultural), and largely comprised of existing residential-agricultural uses. The Morning Star Community Church represents the largest non-residential development within this area. The Comprehensive Plan indicates the future use of Developing Residential land as primarily single family and multi-family residential with supporting and compatible uses, including schools, parks and churches. However, the intent statement for this designation also acknowledges that Developing Residential land "...will be considered as available over time for urban development..." and anticipates the eventual "...conversion of Developing Residential or Urbanizable Areas to Urban Development..." Comprehensive Plan and zone change approvals will be required prior to establishment of most commercial, industrial and higher-density residential development in this area.

The Salem Futures project (1998-2003) identified the Kuebler/I-5 interchange area as a potential location for a mixed-use center. Key priorities identified in the neighborhood planning process include protection of the public investment in and function of Kuebler Boulevard, creation of a distinct community destination that fosters economic vitality and encourages pedestrian walkability as lands within the Northwest Quadrant develop, establishment of alternate transportation routes to and through the Northwest Quadrant, and mitigation of increased vehicle traffic along Kuebler Boulevard. The Opportunities Area Map included in Figure 9.6 is intended to provide guidance and, in concert with goals, policies and recommended actions below, convey neighborhood priorities regarding future land use patterns in the Northwest Quadrant.

GOAL 24

Future development in the Kuebler/I-5 Interchange Area Northwest Quadrant should elevate the community to a new standard by creating a vibrant and distinct destination that incorporates thoughtful urban design and an integrated transportation system that accommodates and encourages all modes of travel. This experience should foster a built environment that connects employers, residents, workers, patrons and visitors; emphasizes sustainability; and minimizes impacts on surrounding communities.

POLICIES:

- 24.1 Multiple buildings within a project area should be arranged to foster a positive functional relationship with one another and a visually appealing urban form.
- 24.2 Development in this area should provide for a high degree of pedestrian connectivity between buildings, parking areas and the adjacent streetscape.

MORNINGSIDE NEIGHBORHOOD PLAN

- 24.3 Adjacent developments should provide for internal vehicle and pedestrian cross access between project sites whenever possible.
- 24.4 The Morningside Neighborhood strongly supports acquisition of land and development of a Community or Large Urban Park in the vicinity of the City-owned (Coburn Reservoir) properties as identified in the Parks Master Plan.
- 24.5 Heritage elements such as viewpoints, significant trees and other features associated with area homestead sites should be incorporated into or memorialized in development plans, where practicable.
- 24.6 Future development should take into account the existing approach corridor for Salem Municipal Airport runway 34 and should be consistent with Federal Aviation Administration (FAA) guidelines for land use and noise compatibility.
- 24.7 Treatment of parking lot stormwater drainage should incorporate the use of bio-swales, pervious pavement and natural filtration, minimizing direct storm drainage into waterways.
- 24.8 The Morningside Neighborhood encourages cost-efficient development principles and fiscal impact analysis to inform decision-making, assess life-cycle infrastructure costs, and determine the fiscal impacts of development.
- 24.9 Linkages should be established between public and private open spaces to accommodate wildlife movement through the area and allow for the development of the off-street trail system and multi-use pathways depicted in the Parks Master Plan and Transportation System Plan.
- 24.10 Private development interests should engage the Morningside Neighborhood Association to achieve successful project outcomes that balance the needs of the neighborhood, the broader Salem community and the region.
- 24.11 Private developers should engage the Salem-Keizer Transit District before filing development applications with the City, and integrate existing and planned transit service into project designs.

RECOMMENDED ACTIONS:

- A24.1 The Morningside Neighborhood is supportive of future Comprehensive Plan and zone changes to allow for a mix of residential densities, non-residential and mixed-use development within the Kuebler/I-5 Interchange Area Northwest Quadrant as depicted in Figure 9.6.
- A24.2 New single-family residential development on parcels abutting the Interstate 5 right-of-way is discouraged.

MORNINGSIDE NEIGHBORHOOD PLAN

GOAL 25

Protect the community's investment in Kuebler Boulevard SE as the primary east-west arterial in South Salem through effective access management and mobility planning for all modes of transportation.

POLICIES:

- 25.1 Traffic impacts resulting from development in the Kuebler/I-5 Interchange Area Northwest Quadrant shall be mitigated to protect the functionality of, and maximize the public investment in, Kuebler Boulevard SE and Interstate Highway 5.
- 25.2 New two-way or signalized driveways should not be permitted onto Kuebler Boulevard between 27th Avenue SE and the Interstate 5 right-of-way.
- 25.3 The Morningside Neighborhood supports transportation infrastructure improvements in the vicinity of the Kuebler/I-5 interchange that improve the flow of vehicle traffic and provide for functional and safe passage of non-motorized transportation and pedestrians.
- 25.4 Future development patterns between 27th Avenue SE and Battle Creek/Reed Road SE should provide the following:
 - a) A high degree of street connectivity, with particular emphasis on through-connections to Reed Road SE;
 - b) Walkable block lengths;
 - c) Adequate intersection density to promote the use of non-motorized transportation.
- 25.5 Holistic consideration should be given to the cumulative transportation impacts of development within the four quadrants of the Kuebler/I-5 Interchange Area.

RECOMMENDED ACTIONS:

- A25.1 The Morningside Neighborhood supports the use of innovative, alternative intersection designs in the Kuebler/I-5 Interchange Area to maximize safety and mobility for all modes of travel (Figure 9.7). Examples may include, but are not limited to:
 - a) Displaced left-turn intersections;
 - b) Median U-turn intersections;
 - c) Through-about intersections; and
 - d) Roundabouts.
- A25.2 To provide for efficient pedestrian movement and safety, the City and ODOT should explore opportunities to construct a grade-separated pedestrian crossing over Kuebler Boulevard connecting the Kuebler/I-5

MORNINGSIDE NEIGHBORHOOD PLAN

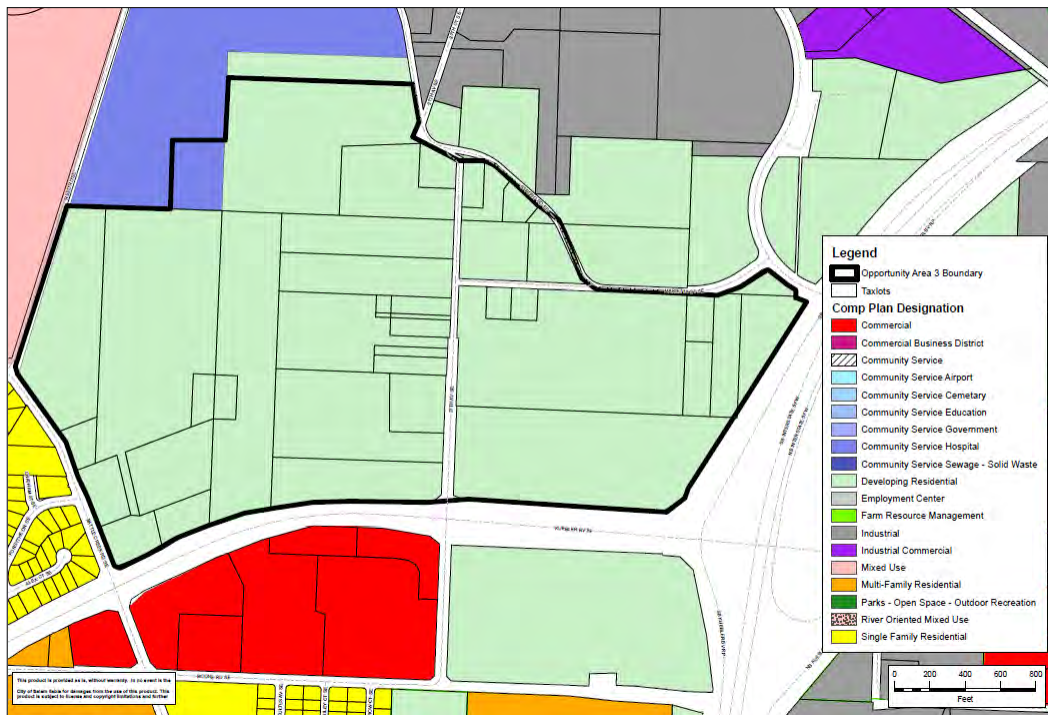
Interchange Area northwest and southwest quadrants.

A24.3 The Morningside Neighborhood strongly supports the establishment of east/west transit service along Kuebler Boulevard and an eventual extension of Salem-Keizer Transit District Bus Line 7 to connect to such service.

A25.4 Development in this area should be well integrated with local mass transit service. Developers should work with the Salem-Keizer Transit District to support establishment of east/west transit along Kuebler Boulevard and cut-through service from Kuebler Boulevard to the existing bus line along Fairview Industrial Drive SE.

A24.5 Private development interests are encouraged to should work closely with ODOT and City staff to find cost-effective solutions to northwest quadrant site constraints, including but not limited to interchange improvements, wetland management and public utility infrastructure placement.

Figure 9.5: Kuebler/I-5 Interchange Area Northwest Quadrant, Existing Comprehensive Plan Designations



MORNINGSIDE NEIGHBORHOOD PLAN

Figure 9.6: Opportunity Areas Map

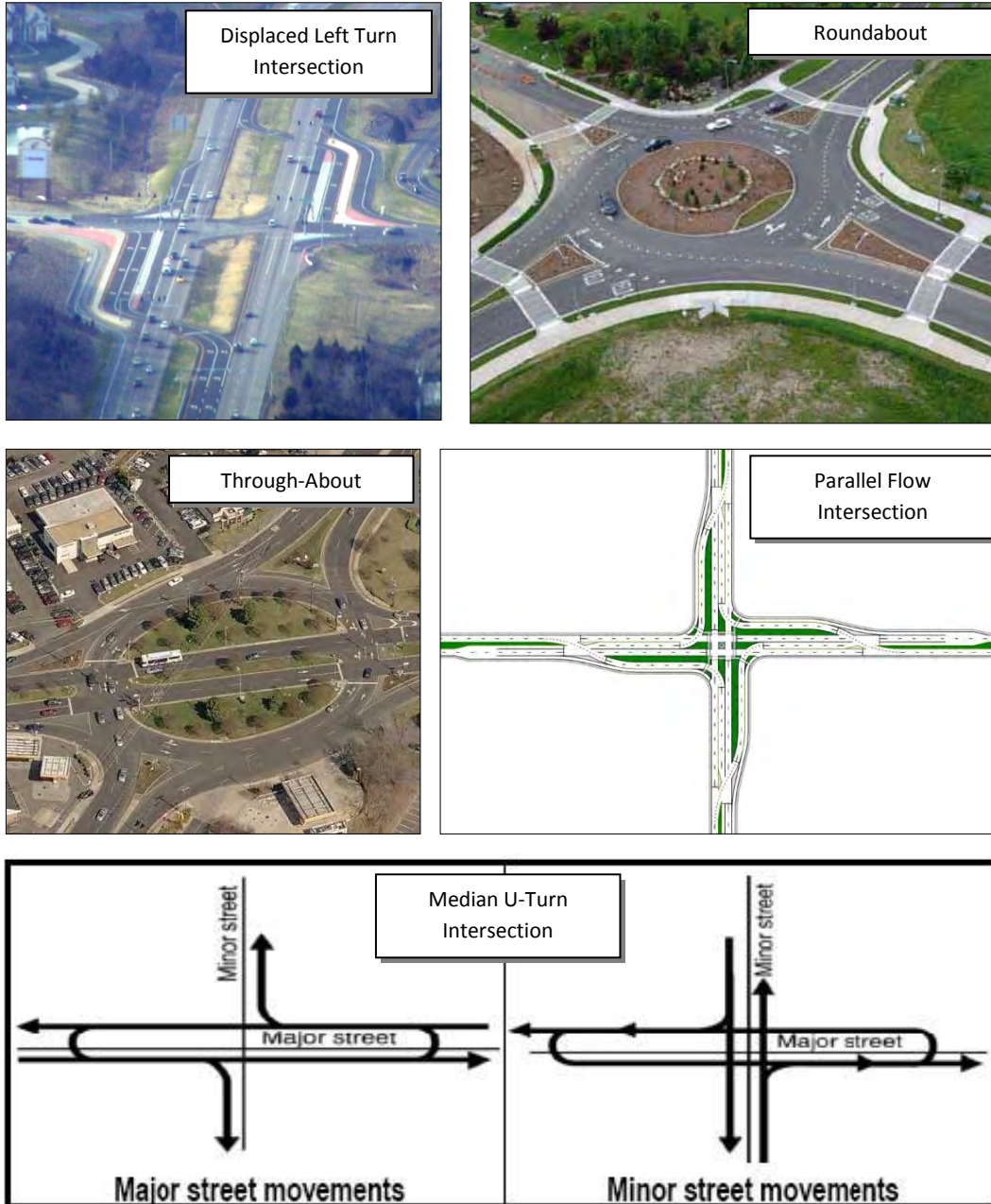


*This map has been provided for illustrative purposes only. In no event is the City of Salem liable for damages from the use of this illustration.

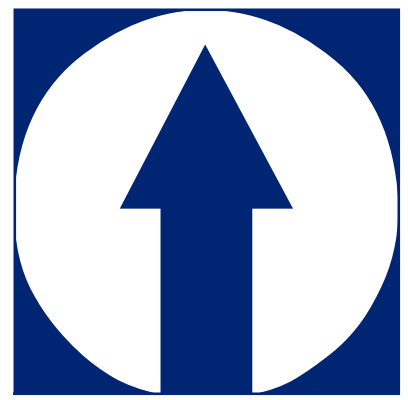


MORNINGSIDE NEIGHBORHOOD PLAN

Figure 9.7: Alternative Intersection Design Examples (Conceptual)



Source: U.S. Department of Transportation, Federal Highway Administration.



Morningside Neighborhood Plan

Generalized Land Use Map

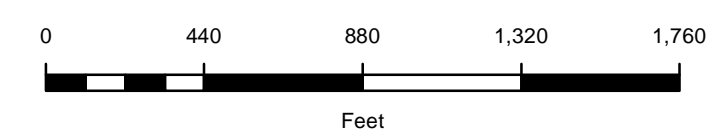
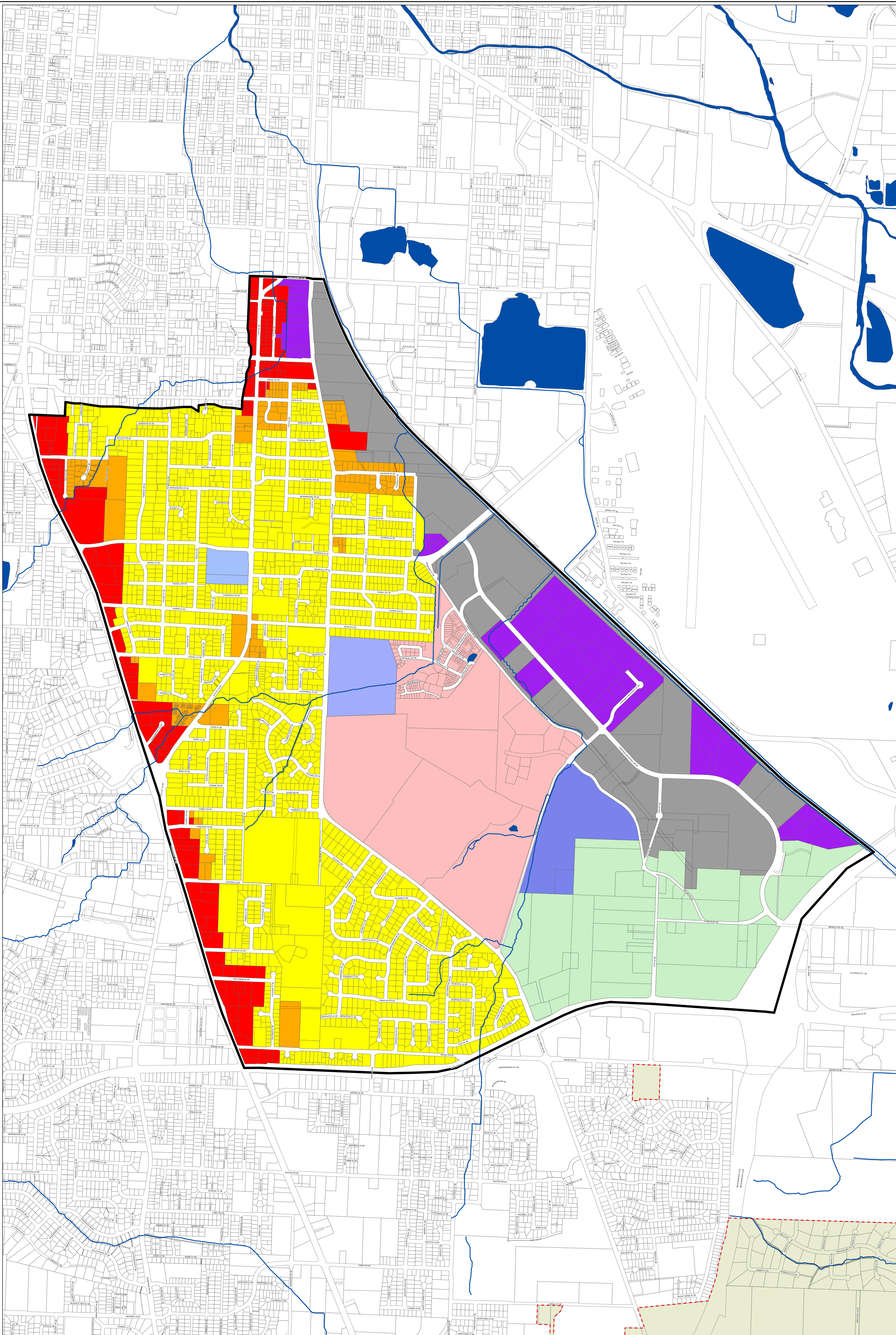
City of Salem
Community Development Department

July
2013

Key

Land Use Designations

- Commercial
- Community Service Education
- Community Service Government
- Community Service Hospital
- Developing Residential
- Industrial
- Industrial Commercial
- Mixed Use
- Multi-Family Residential
- Single Family Residential
- Creeks
- Lakes
- Salem City Limits
- Outside Salem City Limits
- UGB
- Morningside Neighborhood Association



The zoning designations shown on these maps are for planning purposes only. The City is not responsible for errors or omissions. Every effort has been made to ensure the accuracy of these maps. However, there may be discrepancies due to zoning or residential use or changes in the zoning maps created by the land use actions or legislative changes. To verify the zoning designation of a parcel or to report errors contact the Permit Application Review or GIS/Map Services Department. This product is provided as is, without warranty, by the City of Salem. The City of Salem is not liable for damages from the use of this product. This product is subject to license and copyright restrictions and further distribution or resale is prohibited.

Glossary of Terms

Accessory Dwelling Unit (ADU)

Sometimes referred to as a 'secondary' or 'in-law' unit. An ADU is a second dwelling unit created on a lot with a house. The second unit is created auxiliary to, and is always smaller than, the primary dwelling. The unit incorporates independent living facilities including provisions for sleeping, cooking, and sanitation, and is designed for residential occupancy by one or more people, independent of the primary dwelling unit. The unit may have a separate exterior entrance or an entrance to an internal common area accessible to the outside. Accessory Dwelling Units may be detached or attached to the primary dwelling unit. (Adapted from Title 33, Portland Zoning Code § 910)

Alternative Paving Materials

An alternative paving material is one of the following: porous asphalt, porous concrete, permeable interlocking concrete pavers, permeable pavers, decomposed granite, crushed rock, gravel, and restrained systems (a plastic or concrete grid system confined on all sides to restrict lateral movement, and filled with gravel or grass in the voids). (Los Angeles Municipal Code § 12.21)

CERT

Acronym for Salem Community Emergency Response Team. The CERT program helps train volunteers to assist their communities when a disastrous event overwhelms or delays the community's professional response. (Salem Fire Department, Emergency Management)

Common Green

A street that provides for pedestrian and bicycle access, but not vehicle access, to abutting property and generally provides a common area for use by residents. A common green may function as a community 'front yard' yard and provide required street frontage for residential lots to allow urban densities on properties with limited street frontage onto a public street. Hard and soft landscape features may be included in a common green, such as groundcover, trees, shrubs, surfaced paths, patios, benches, or gazebos. (Adapted from Title 33, Portland Zoning Code § 910)

Ecosystem Services

Ecosystem services are the benefits that human communities enjoy as a result of natural processes and biological diversity including (but not limited to) fish and wildlife habitat, the water cycle, filtration of air and water pollution, pollination, mitigation of environmental hazards, control of pests and diseases, carbon sequestration, avoidance of carbon dioxide emissions, and maintenance of soil productivity. Conservation and sustainable land and resource management can protect and promote ecosystem services. (Oregon Watershed Enhancement Board)

MORNINGSIDE NEIGHBORHOOD PLAN

Enclosure

A visual quality of the streetscape resulting from the spatial relationship, commonly expressed as a ratio of building height to right-of-way width, between the street and adjacent buildings, street trees and other elements that provide vertical definition. Recognized as a key component of creating a satisfactory, comfortable space. Spaces can be framed by landforms, fences, walls, structures, trees and landscaping. (Saint Louis Great Streets Initiative)

Environmental Justice

Environmental Justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. (US Environmental Protection Agency)

Family-Wage Jobs

Jobs with average wages above 180 percent of the minimum wage. (Oregon Laws, 2011 c.564 § 2)

Health Impact Assessment (HIA)

HIA is a process that helps evaluate the potential health effects of a plan, project or policy before it is built or implemented. An HIA can provide recommendations to increase positive health outcomes and minimize adverse health outcomes. HIA brings potential public health impacts and considerations to the decision-making process for plans, projects, and policies that fall outside the traditional public health arenas, such as transportation and land use. (US Centers for Disease Control and Prevention)

Level of Service (LOS)

LOS is a qualitative measure used to describe traffic operations. It is expressed as a letter designation A through F. LOS A indicates that traffic flows freely and that, generally, no vehicle waits longer than one red traffic light signal. LOS E indicates that an intersection or street is approaching capacity, with significant traffic delays during peak travel periods. LOS F indicates that the intersection has exceeded its effective capacity. (Salem Transportation System Plan)

Low Impact Development (LID)

A stormwater management and land development strategy applied at the parcel and subdivision scale that emphasizes conservation and use of on-site natural features integrated with engineered, small-scale hydrologic controls to more closely mimic predevelopment hydrologic functions. (Clean Water Services)

Mixed-Use Development

(1) A combination of retail and residential uses, or office and residential uses, in a single building or separate buildings on the same lot or contiguous lots. (2) A combination of retail, office and residential uses, in a single building or separate buildings on the same lot or contiguous lots. Mixed Use Development includes, but is not limited to, Mixed Use Buildings as defined in SRC 119.700. (Salem Revised Code Chapter 143F.020(b))

MORNINGSIDE NEIGHBORHOOD PLAN

Pocket Park

A pocket park is a small outdoor space, usually no more than ¼ of an acre, most often located in an urban area that is surrounded by commercial buildings or houses on small lots, with no places for people to gather, relax, or to enjoy the outdoors. There is no set design for a pocket park; each one is different depending on the size and use of the space. They are also called vest pocket parks, a term first used in the 1960's. (Keep Indianapolis Beautiful, Inc.)

Riparian Corridor

Area adjacent to a waterway, consisting of the area of transition from an aquatic ecosystem to a terrestrial ecosystem. The riparian corridor boundary is measured fifty feet horizontally from the top of bank on each side of a waterway with less than one thousand cubic feet per second average annual stream flow, and seventy five feet horizontally from the top of bank on each side of a waterway with one thousand or more cubic feet per second average annual stream flow (Willamette River). (Salem Revised Code Chapter 68.020(p))

Shared Court

A courtyard-like right-of-way that provides shared vehicle, pedestrian, and bicycle access to abutting property. The access for all modes is accommodated on the same surface and not differentiated by grade separation. Like a common green, a shared court may function as a community yard. A shared court includes traffic calming measures to ensure safe co-existence of vehicles, pedestrians, and bicycles in the same space. Shared courts should be designed to prioritize use of the right-of-way by pedestrians. Hard and soft landscape features may be included in a shared court, such as trees, shrubs, patterned brick paving, or benches. (City of Portland, 2010)

Sustainability

Using, developing and protecting resources in a manner that enables people to meet current needs and provides that future generations can also meet future needs, from the joint perspective of environmental, economic and community objectives. (Oregon Laws, 2001 c.918 § 1; 2001 c.918 § 16)

Urban Ecotone

A transition area of urban fabric between different socio-political and cultural communities, such as an urbanized business district and a low-density suburban neighborhood. It has some of the characteristics of each bordering community and often contains a combination of land uses not found in the overlapping typologies. An ecotone may exist where two local communities of differing characteristics blend together. (Adapted from Gaffney, 2009)

Vehicle Miles Traveled (VMT)

Refers to the total distance traveled by motor vehicles in a specified area for a given period of time. (Oregon Department of Transportation)

References

- Beckendorf & Associates. (1983). *Fairview Industrial Park, Land Use Marketing Study, Salem, Oregon*. City of Salem, State of Oregon. June, 1983.
- Burden, Dan, and Todd Litman. (2011). "America Needs Complete Streets," *ITE Journal* (www.ite.org), Vol. 81, No. 4, April, pp. 36-43.
- Center for Neighborhood Technology (CNT) *H+T Affordability Index*. Web, 2013.
<<http://htaindex.org/>>
- CH2MHILL. (2009). *Kuebler Boulevard Interchange Management Plan*. Oregon Department of Transportation. January, 2009.
- Clean Water Services. (2009). *Low Impact Development Approaches Handbook*. Clean Water Services. July, 2009.
- EcoNorthwest. (2011a). *Salem-Keizer Housing Needs Analysis 2012 to 2032*. Mid-Willamette Valley Council of Governments. May, 2011.
- EcoNorthwest. (2011b). *Salem-Keizer Metropolitan Area Regional Economic Opportunities Analysis 2012 to 2032*. Mid-Willamette Valley Council of Governments. May, 2011.
- Gaffney, Andrea. (2009). *San Pablo Avenue: Coding an Urban Ecotone*. Thesis 2009. University of California, Berkeley.
- Keep Indianapolis Beautiful, Inc. (2013). *Pocket Parks*. Web, 2013.
<http://www.kibi.org/pocket_parks>
- Los Angeles, City of. (2012). *City of Los Angeles Municipal Code*. Los Angeles, CA: City of Los Angeles.
- Oregon Department of Transportation. (2013). *Oregon Statewide Transportation Strategy: A 2050 Vision for Greenhouse Gas Emissions Reduction, Vol. 1*. Oregon Sustainable Transportation Initiative (OSTI). March, 2013.
- Oregon State Archives. (2008). *Oregon Administrative Rule 660, Division 15, Goal 5*.
- Oregon Laws, 2001 c.918 § 1; 2001 c.918 § 16.
- Oregon Laws, 2011 c.564 § 2.
- Oregon Watershed Enhancement Board. (2010). *Senate Bill 513 Ecosystem Services and Markets*. Oregon Sustainability Board, 2010.
- OTAK (1999). *The Infill and Redevelopment Code Handbook*. Transportation and Growth Management Program; Oregon Department of Transportation, Oregon Department of Land Conservation and Development. September, 1999.

MORNINGSIDE NEIGHBORHOOD PLAN

- Portland, City of. (2008). *The Infill Design Toolkit: Medium-Density Residential Development, A Guide to Integrating Infill Development into Portland's Neighborhoods*. Portland, OR: City of Portland, Bureau of Planning. December, 2008.
- Portland, City of. (2010). *Permanent Administrative Rules: Private Rights-of-Way, Streets, Alleys, Shared Courts, Common Greens and pedestrian Connections*. Portland, OR: City of Portland, Bureau of Development Services. August, 2010.
- Portland, City of. (2013). *Title 33: Portland Zoning Code*. Portland, OR: City of Portland.
- Project '90 Committee. (1981). *Project 90: Safeguarding Salem's Future*. Salem, OR: September, 1981.
- Saint Louis Great Streets Initiative. (2009). Web, 2013. < <http://www.greatstreets-stl.org/>>
- Salem, City of. (1984). *Fairview Urban Renewal Plan, rev. Sept. 2009, rev. Jan. 2010*. Salem, OR: City of Salem, Urban Renewal Agency. June, 1984.
- Salem, City of. (1992). *Salem Area Comprehensive Plan, rev. 2009*. Salem, OR: City of Salem.
- Salem, City of. (2010). *Salem's Community Energy Strategy*. Salem, OR: City of Salem, Department of Urban Development. September, 2010.
- Salem, City of. (2011). *Environmental Action Plan, 2010-11 Annual Report*. Salem, OR: City of Salem, Department of Urban Development. August, 2011.
- Salem, City of. (2011). *Fairview URA Small Business Loan Program*. Salem, OR: City of Salem, Urban Renewal Agency. 2011.
- Salem, City of. (2012). *Salem Revised Code*. Salem, OR: City of Salem, 1983.
- Salem, City of. (2013). *DRAFT 2012 City of Salem Comprehensive Park System Master Plan*. Salem, OR: City of Salem, Department of Public Works, Parks and Transportation Division. 2013.
- Salem, City of. (2013). *Salem Transportation System Plan*. Salem, OR: City of Salem, Department of Public Works. 2013.
- Salem-Keizer School District. (2012). *Enrollment Report*. Web, 2012, 2013. <<http://www.salkeiz.k12.or.us/about/school-enrollment-report>>
- Strategic Economics. (2013). *Fiscal impact analysis of three development scenarios in Nashville-Davidson County, TN*. Smart Growth America. April, 2013.
- Sustainable Fairview Associates. (2005) *Fairview Training Center Redevelopment Master Plan*. Web, 2012, 2013. <<http://www.cityofsalem.net/Departments/CommunityDevelopment/Planning/FairviewMasterPlan/Documents/Exhibit%201%20-%20Fairview%20Training%20Center%20Redevelopment%20Master%20Plan.pdf>>

MORNINGSIDE NEIGHBORHOOD PLAN

The Trust for Public Land. (2007). *A Report to Assist in the Update of the 1999 Park and Recreation Master Plan*. Final Report, Aug. 2007.

U.S. Census Bureau. "Census 2000 and 2010." American Factfinder. Web. 2012. <<http://factfinder2.census.gov/>>

U.S. Centers for Disease Control and Prevention. (2013). Healthy Places: Health Impact Assessment. Web, 2013. < <http://www.cdc.gov/healthyplaces/hia.htm>>

U.S. Environmental Protection Agency. (2013). Environmental Justice: Basic Information. Web, 2013. <<http://www.epa.gov/environmentaljustice/basics/index.html>>

U.S. Department of Transportation, Federal Highway Administration. (2009). Alternative Intersections/Interchanges: Informational Report (AIIR). Publication Number: FHWA-HRT-09-060. Web, 2013. <<http://www.fhwa.dot.gov/publications/research/safety/09060/index.cfm>>