

Morningside 360°

Stakeholder Interview Participants

Jason Brandt:	Executive Director, Salem Area Chamber of Commerce
Steve Dickey:	Director of Transportation Development, Salem-Keizer Transit
Ken Engelking:	Pastor, Morning Star Community Church
Mike Erdmann:	Executive Director, HBA of Marion and Polk Counties
Sam Hall:	Managing Partner, Sustainable Fairview Associates
Levi Herrera-Lopez:	Executive Director, Mano-A-Mano Family Center
Carol Jones:	Morningside Property Owner (Kuebler/I-5 NWQ)
Doug Lethin:	C & R Remodeling
Alan Roodhouse:	President and Owner, RPS Development Co. Inc.
Parviz Samiee:	Founder, Heritage School
Jeffrey Tross:	Jeffrey R. Tross Planning
Steve Ward:	Principal, Westech Engineering Inc.

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Stakeholder Interviews

DISCUSSION GUIDE - INTERVIEW RESPONSE SUMMARY

1. Please tell me more about your involvement with the Morningside neighborhood.

- 4 Morningside business owner / operator
- 2 Morningside property owner
 - 1 Not a Morningside resident, but work here
- 5 Do not live or work in Morningside, but have business or other interests there

2. What issues and trends do you foresee shaping the character of the Morningside area over the next five years (business, residential, other)?

- The economy. The decline has inhibited choices for housing based on cost, and potential for commercial development. However growth is inevitable, and will return.
- Trends in residential development will be important. Development is declining now but could return. We will get to a point where more single-family lots are needed. Morningside contains undeveloped land close-in, which will be important.
- A big issue is development at the Kuebler/I-5 interchange area. There is latent demand for retail and services there. Nearby residents currently need to travel to Commercial St, downtown, Lancaster or Keizer Station.
- The economy. Need to ensure business participation in this process – critical that employers are engaged. Development at PacTrust site (south side of Kuebler) could lead to domino effect in the Kuebler/I-5 area. Ways should be defined to appropriately market this area. In the Fairview Industrial area the use of Urban Development funds for the incubator loan program has been a great success. This model should be duplicated and expanded.
- Walkability needs to be addressed – along Kuebler and Commercial, and side streets. Challenges related to this will grow for lower-income residents. Improvement of health outcomes and improved access to physical activity and food should be included. Possibilities should be included for affordable housing to be integrated into Morningside's future.
- Traffic on 12th St is an issue, and circulation in this area may present an obstacle to commerce.

- Fairview [mixed-use] build-out. Hope developers propose housing that functions as a family-friendly bikeable and walkable environment. The Village Center at Fairview will be important. Multi-family housing would add diversity. Hopefully the area can attract a greater mix of socio-economic groups.
- Key issues include: the McGilchrist corridor, Fairview Industrial Park, Fairview Mixed-use and the Kuebler/I-5. The build-out of the Kuebler/I-5 interchange area is the #1 issue for both the Morningside area and the City of Salem. What happens at the Kuebler/I-5 NW quadrant will fundamentally change the Morningside area. Trends that will continue include the location of medical uses along 12th /13th streets, and redevelopment along McGilchrist (such as Salmon Run Industrial Park).
- Continued interest in the change in the Fairview Industrial Park from manufacturing to a mix of that and office uses. The inclusion of flex-space, professional offices and service activities are important. Also the Kuebler/I-5 interchange is a major player in the future development of the area. The freeway provides an opportunity for commerce. The creation of a commercial center and the impacts on the neighborhoods and transportation systems are a larger conversation than the scope of the neighborhood plan. Traffic should be kept to the planned arterial structure. Residential above commercial or multi-family may not be the most appropriate here.
- Combination of factors: Fairview mixed-use, Fairview industrial area and Kuebler/I-5 are biggest factors, with most important being Fairview mixed-use. Hillcrest School will likely remain as it is for foreseeable future.
- Not much is happening now due to the economy. The location [of the Morning Star Church] is somewhat removed from the rest of Morningside. No trends per se, but can foresee development at PacTrust site on south side of Keubler.
- See several main driving forces: 1) occupancy and stabilization of the Fairview Industrial Area, with greater demand for differing land uses; 2) development of the Fairview Mixed-use site with adequate bike and pedestrian infrastructure to support transit; 3) future establishment of E/W transit service on Kuebler; 4) potential future siting of the South Salem Transit Center on Commercial just south of Kuebler (in South Gateway NA), which will impact transit service in the area; 5) traffic congestion on Kuebler and Commercial.

3. What would you say is your highest priority for the Morningside area? Are there key opportunities the plan should focus on?

- The Kuebler/I-5 area, due to the proximity to the freeway. See possibilities for, and desire, a mix of development types in this area.
- A balanced approach when recommending additional regulations for development. Keep in mind limitations and impact on lower-priced single-family housing, and not make such housing too difficult to produce. Consistency is

important – a separate set of requirements within Morningside that differ from the rest of the City would not be recommended.

- Earmarking the Kuebler/I-5 NW quadrant area for commercial zoning. It is appropriate to have commercial zoning on the 'going home' side of this busy interchange. This would positively impact the transportation infrastructure and increase efficiency by pulling traffic off of Kuebler (for patrons to utilize services) and add it back to the system at a slower rate. Another reason for commercial zoning is that the area is in the '180°' flight path for the proposed 13/31 runway extension.
- Economic development. Morningside has great potential for job creation. Develop incentive packages for new businesses and work to retain existing businesses. Make sure businesses are well supported. View the City as a partner and provide high levels of customer service.
- Affordable housing, walkability and improved health outcomes. Outreach to minority populations in this area, and South Salem in general, should be improved. There is a general impression of a lack of diversity in South Salem – and outreach can be challenging. The focus tends to be on homeownership and businesses. Multi-family housing tenants are often perceived as transient and non-invested, but this is often a mis-interpretation and they should be equally engaged by community.
- Employment opportunities. The neighborhood board has been supportive, and continuing neighborhood support of business is important to growth.
- Walkability and adding safe play areas for children and families to gather. As the area grows, these amenities must be included.
- Transportation infrastructure is the highest priority. Adding a 4th lane on Kuebler, completion of the Kuebler/I-5 interchange improvements (#1), and improvements on McGilchrist from 25th to Madrona. Addressing the shortcomings of the intersection at Commercial and Kuebler will also become more important with time.
- The highest priority is addressing the flexibility of uses and property in commercial and industrial areas, and the ability of regulations to adapt to the changing economic conditions/times. Regulations should be streamlined in commercial and industrial areas. Morningside is set up well and presents minimal conflicts between its use areas. A good example is the spatial relationship of the Fairview Industrial and SFA properties.
- Highest priority is the Fairview mixed-use property. Other important areas are the Kuebler/I-5 area, more parks and sidewalks, and opportunities for non-motorized transport.
- No particular priorities but tend to fall on pro-development side. Support the growth and flourishing of neighborhoods. Keep the neighborhood clean, safe, and flourishing. Been approached by developers at various times in the in the

past – at one point a hotel was contemplated in the corner of the [Morning Star Church] property.

- Promote transit infrastructure that meets the needs of both the Fairview Industrial and Sustainable Fairview areas while not being detrimental to either. Promote pedestrian and bike connections between these two areas. Ensure that collector streets through the Sustainable Fairview area are constructed to accommodate bus traffic if they are intended for future transit coordination.

4. Can you offer observations or advice on any of the following areas within the Morningside neighborhood?

a. Fairview Industrial Area:

- Well defined industrial area, important due to location near freeway.
- The area contains unique assets and is valuable. Could make sense to extend the industrial zoning southeast along Fairview Industrial Dr. Flexibility in this area is important.
- Flexible zoning is key – listen to the needs of individuals operating businesses in this area. If the market is pushing for a more-flexible IBC zone, this concept should be supported.
- The city, neighborhood and business community can help businesses thrive here while supporting healthy outcomes. This should be built into development plans.
- Would like to see vacancies in this area filled, and vacant parcels developed, as the economy allows.
- Should include pedestrian and service amenities so employees can get outside and fulfill other functions such as eating and commerce on breaks and before/after work.
- The current IBC zoning is a deterrent, and is not adequate. The zone is too restrictive in terms of uses – should be far more flexible in allowing eating places, services and offices. The design standards and landscaping requirements are good and should be retained. Opportunities for neighborhood involvement in the discussion should be explored. The right fix would amend the IBC city-wide - not just in the Fairview Industrial area.
- Area should be maintained as a prime and promising industrial resource for the community. The area provides lots of employment potential in close proximity to residential areas.
- Adjust the zoning to allow flexibility as is called for in current economic trend.
- Visually bland – not much architectural personality or diversity. Adding/increasing diversity of uses would make this area more viable and attractive.

- One challenge here is the cost of retrofitting the streetscape and impacting wide landscape strips with concrete access pads for bus shelters.

b. Fairview Mixed-Use:

- Interesting area – similar to Fairview Village east of Portland. To my knowledge there is nothing like it in Salem. Is valuable in providing a different housing concept.
- Not a residential developer, but the plan is good – should be state-of-the-art for the residential component. Neighborhood-level services would be appropriate, may not be a preferable location for larger-scale commercial development given the lack of arterial visibility. Wouldn't be attractive to larger-scale [commercial] developers.
- Recognition that economic viability will play a role in the implementation of the vision.
- When creating plans to create social prosperity in any area, such plans should also spur job creation – these should be goals.
- The access concept is important and green living is appealing. Affordability and equity in the plan are equally important – to give lower-income residents a sense of dignity by not having to live near a noisy arterials or commercial centers. Perhaps the area could also host a farmers market.
- Pringle Creek community is very attractive from a lifestyle standpoint. A lot of opportunity exists here. Development is not favored by the current market, but it could be in the future.
- Concerned about future development of the property due to economic conditions - whether the market will still support the concept.
- Ambitious endeavor – awaiting some of the envisioned results. Hope the ownership group can be successful in coordinating and pursuing the opportunity.
- Key to the health of Morningside and South Salem. A grand opportunity.
- Sounds like it would be attractive to many people – especially with a mix of uses. Would be a great place to live. Like the idea of a Village. Tend to be pro-development, though Fairview Plan is good and the community aspect is desirable.
- The [transit] district would like to work with developers to ensure adequate pedestrian access to/along streets to ensure opportunities for future transit service. Streets in the area are currently under-developed in that regard. Some feeder lines could incorporate smaller buses if appropriate.

c. Kuebler / I-5 Interchange – NW Quadrant:

- Commercial development is appropriate in this area. Some features of the old homestead sites such as open space, trees and views should also be preserved.
- More intensive uses may make more sense along the freeway – however this is development dependent. Given the lack of multi-family land, the area could be suitable for that type of development as well.
- Take advantage of opportunity to keep traffic by the freeway and pull trips away from neighborhoods. Much closer to its 'trade area' than Keizer Station. Major infrastructure issues including potential ODOT ROW 'take' to accommodate ramp configuration. Working with ODOT on alternative designs.
- Support commercial development in this area. There is an identified shortage of commercial land in South Salem – this area could add to that resource. The per-capita income in South Salem is higher than the city average – less change is needed to support concept that South Salem is currently lacking 'brand name' development than in other areas.
- Development should improve access to food and non-SOV transportation.
- There is a lot of opportunity here. A lot of developable property exists and provides room for growth. This area will be a plus for the city.
- Development in this area should provide other means of access to the area than Kuebler.
- Be realistic about what can be proposed and successful here. This is a regional transportation resource – more than a neighborhood-scale issue. Community should consider what provides the most benefit to the City. Can be attractive for commercial and office uses, industrial sites, headquarters, travel services [lodging], and some well designed freeway-oriented accommodations such as gas stations with electric charging stations. This may be the last undeveloped urban interchange in the Willamette Valley.
- Hope that growth here contributes to a more livable neighborhood.
- At one time looked into a zone change to commercial – would provide revenue stream to the church. Potential uses could include mixed-use, office space, medical uses and retail.
- Development of this area will require transit connections and should ultimately provide a cut-through to the line along Fairview Industrial Drive. Service will be based on need and possibly involve later evening operations.

d. Commercial Street Corridor:

- Some improvements to traffic flow would be beneficial; this is an area of congestion.

- This area needs some rehabilitation. Was happy to contribute with redevelopment of Trader Joes site. Has been some uptick in development but still contains lots of old layouts, 'tired' buildings. Could be more of a neighborhood center.
- There is a lack of commercial land, and lack of 'depth' of existing commercial lots, in South Salem along Commercial.
- Improve access to food and foster development closer to the streetscape to mitigate safety issues related to pedestrians crossing large 'strip' parking lots, and accommodate use of businesses by transit riders.
- Working/workable arterial – very functional.
- Seems to function adequately. Street appears to be wide enough and traffic not too bad. Potential for center landscaped median where it can be provided.
- Where center turn lanes not needed, provide landscaped median similar to that on Mission.
- This is an urban shopping district and should be maintained with good access management and traffic flow. Not a focal area for a lot of change. There may be some bottle-necks to address such as Boone-Commercial and Kuebler-Commercial. Business should be encouraged, may not be good location for housing.
- Visibility issues at Hilfiker and Commercial to the west should be addressed.
- New development nice to see, would like vibrancy to return to the Commercial corridor. New buildings would add to the character.
- Commercial is very busy and presents some pedestrian connection challenges. Access is controlled better than along Lancaster, however there are areas where access control is needed in concert with development – since access points directly impact transit stop placement – affecting service level, passenger accessibility and safety. Additional transit opportunities in Morningside could open up if Hilfiker eventually connects to Pringle/Battle Creek.

e. Residential neighborhoods (north and south):

- Represents a good variety and age of structures
- Hilfiker needs to be connected east to Battle Creek – this is a needed connection.
- Areas should be safe and walkable, the plan should contribute to that.
- There is a lot of remodeling potential and desire in the area, with few blighted areas. Allowing accessory dwelling units (ADUs) could be a real opportunity to provide 'age in place' options for families as well as diversify

housing stock – would have a lot of positives for the neighborhood and the city.

- Well laid out. The urban form in the Battle Creek area is nice and provides a diverse mix.
- Promote increased flexibility in housing options.
- Limit commercial intrusion.
- Area north of Madrona poses challenges due to inadequate infrastructure. Opportunities to upgrade and install sidewalks should be explored such that they do not displace people.
- Keep safe and crime free.
- There is a significant need for improved/additional pedestrian infrastructure and sidewalks – particularly in the northern and central residential areas of Morningside. Would like to establish a closer working relationship with the Morningside Neighborhood Association to coordinate transit access, stop locations, etc. There is a significant level of ridership in the NE portion of Morningside.

5. If you could give the single-most important piece of advice on Morningside 360°, what would it be?

- Get everyone's opinions – consider all needs
- Recognize that the market for residential development has changed dramatically. Much of the housing to be developed in the foreseeable future will be smaller and less expensive. Consider this with new regulatory ideas.
- Recommend commercial zoning at Kuebler/I-5 NW quadrant. Ensure City Council involvement with any re-zoning effort. Commercial development in this area makes sense from quality of life perspective and an efficiency perspective.
- Make sure there is a theme of economic development throughout the plan. It is necessary that the plan incent and encourage businesses to locate here.
- Engagement will make or break any long-term planning effort in this area. There should be an honest effort to go outside traditional neighborhood channels.
- The plan should seriously consider the ADU issue. This would help bring vibrancy to the community and is a sensible solution to guide residential growth and move forward.
- Emphasize creation of parks and providing benches, play areas, picnic areas and public gathering places.
- Try to build consensus on issues, make that part of the story to tell to the Planning Commission. If someone has valid concerns, listen to them.

- Be realistic with goals and expectations. It is ok to dream big but should keep eye to the realistic. Think out-of-box - parks can be non-traditional such as linear parks, supporting important functions such as a trail and pathway system from Kuebler/I-5 to SFA properties to Madrona. Think differently about public open spaces.
- Use direct language – strong language is better than ambiguity. Include an appropriate mix of vision and realism. Support increase in number of parks but be realistic.
- Honor rights of property owners. Look at the City fees and work with them to achieve goals to keep the economy going. Encourage development but not to detriment of community.
- Keep a comprehensive view and balance economic development with livability.