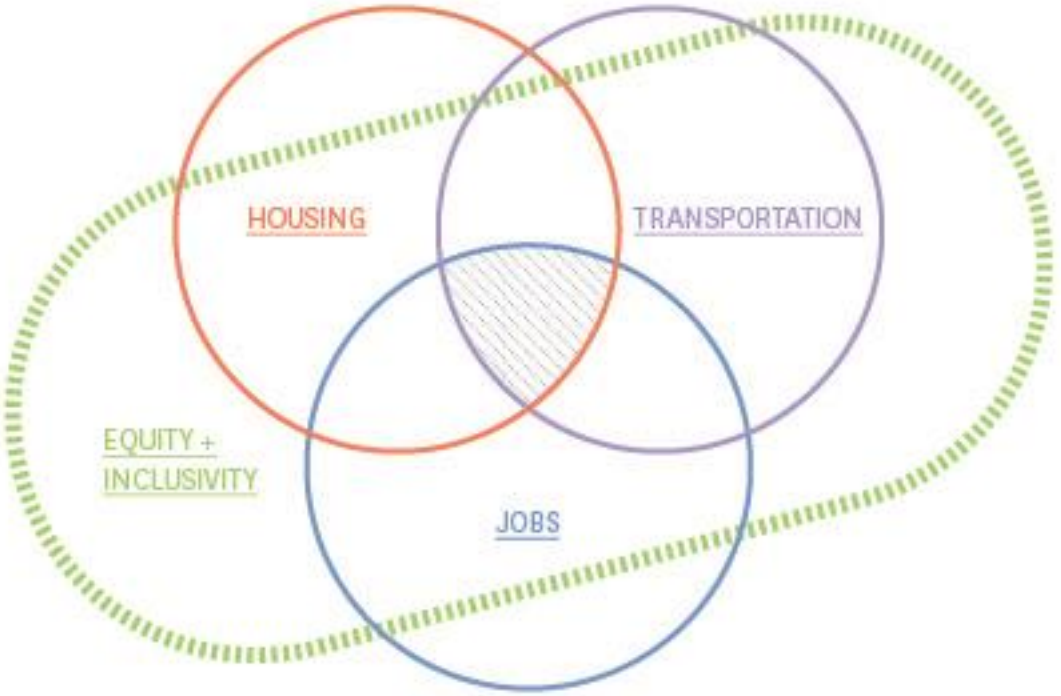
# Salem Visioning Project

# Planning Framework

- This planning effort examines the interplay between housing, transportation, and employment.
- Each of these topics is read through the lenses of equity and inclusivity.

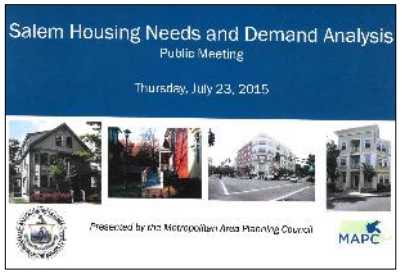
- “Salem has always been a diverse patchwork of neighborhoods and nationalities. It's ingrained in our history.”

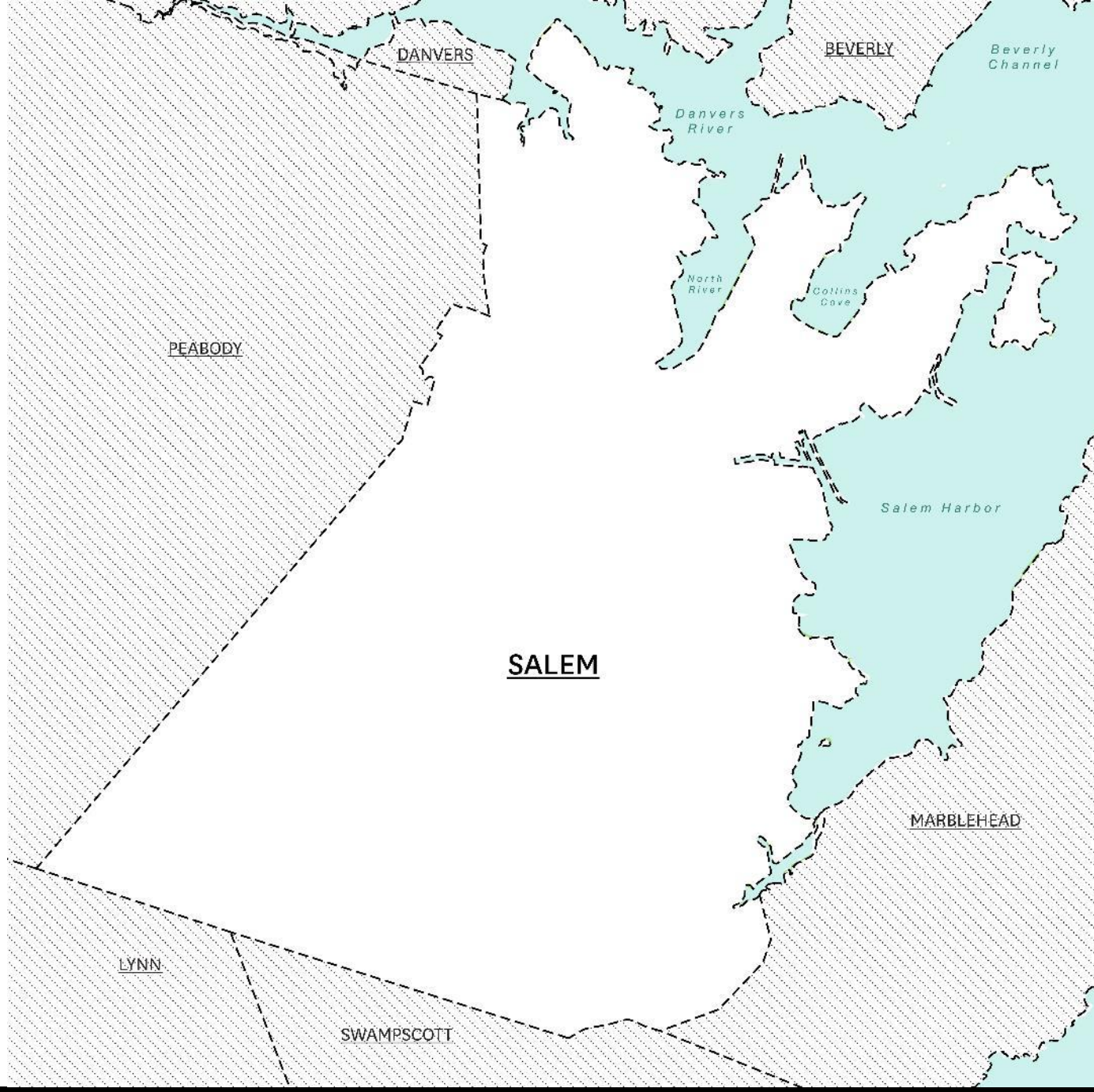
  – *Mayor Kimberly Driscoll*



# Salem Snapshots

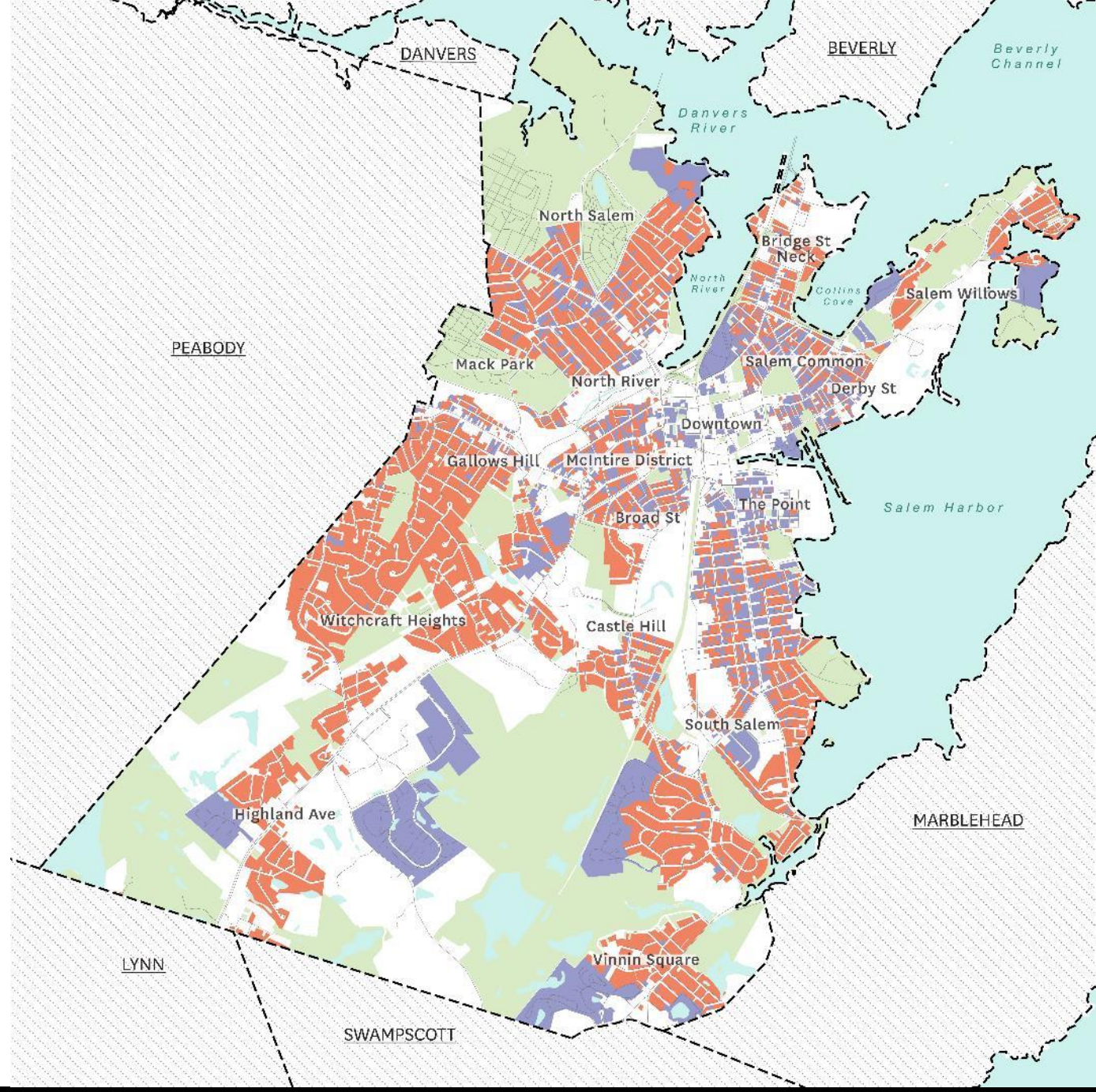
- What are the conditions in Salem today?



# Snapshot: Housing

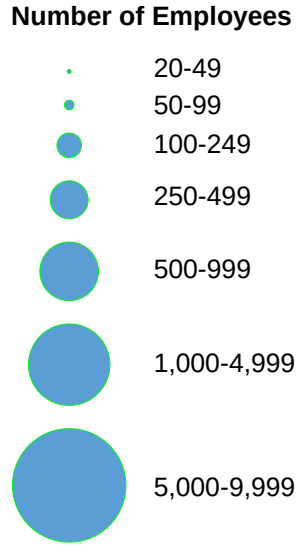
- Salem has a variety of housing types that supports a variety of populations.
- Housing in Salem is relatively affordable (given regional housing concerns), but too many residents still face unaffordable housing options
- A renting household needs to earn at least $63,218 per year to affordably rent the average 1-bedroom apartment in today's market.



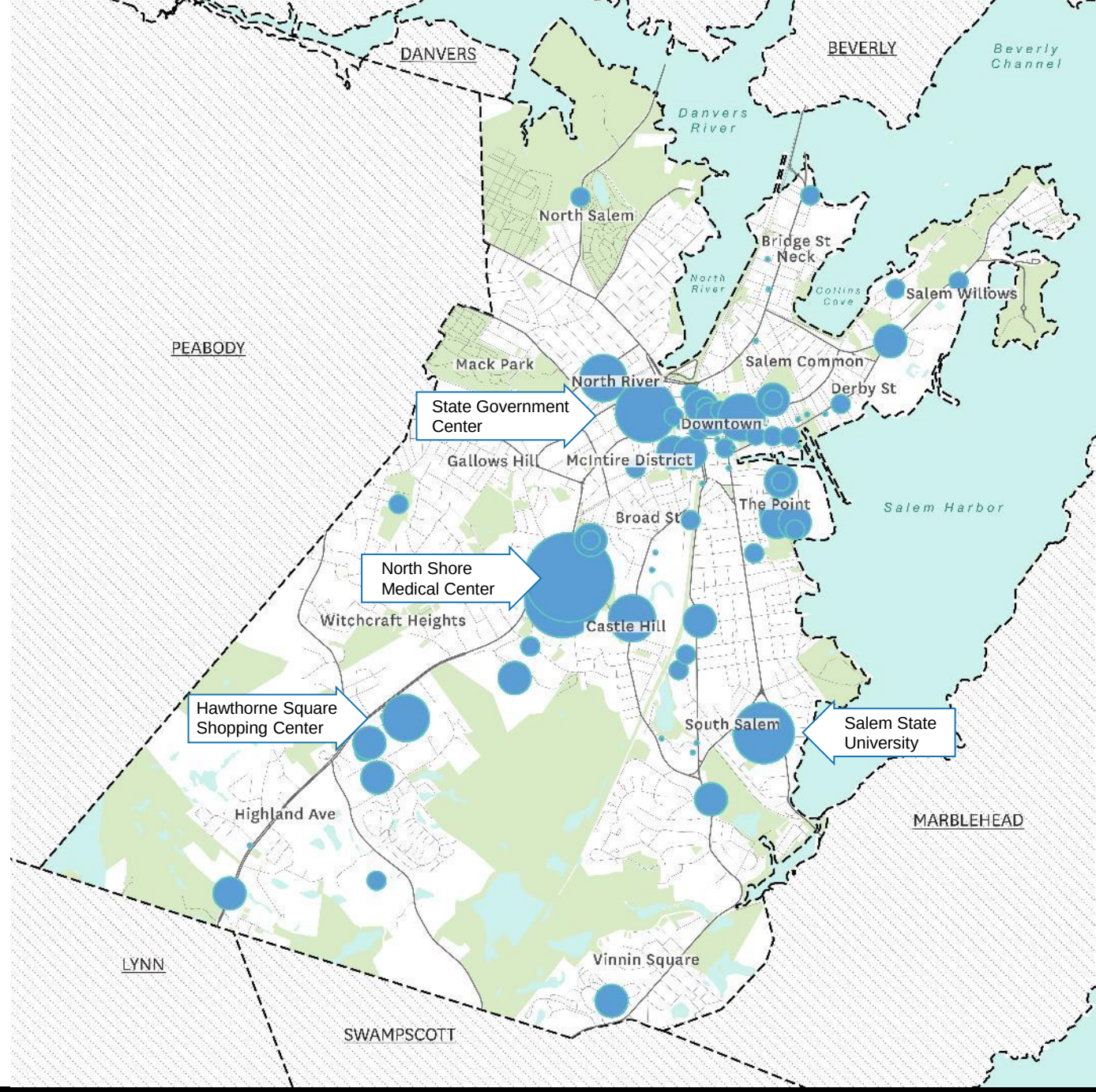

Source: City of Salem Property Assessments Database; MassGIS

# Snapshot: Employment

- The majority of Salem's workforce works for institutions, such as hospitals or universities.
- Employment is concentrated downtown, especially for smaller businesses. Larger employers are spread across the city, particularly the Salem State and medical complex.

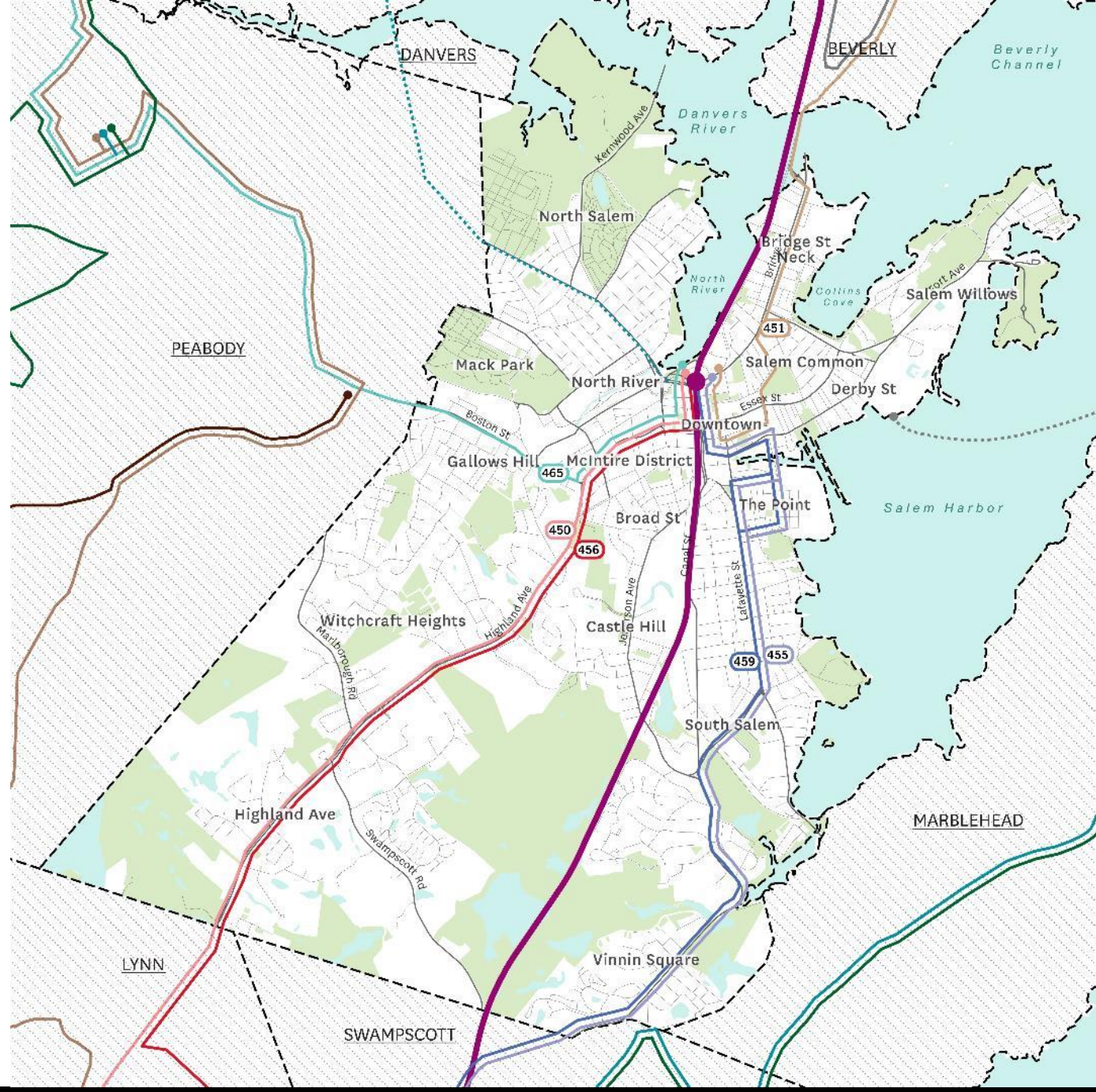



Source: Mass. Executive Office of Labor and Workforce Development



# Snapshot: Transportation

- Diverse transit options augment the road network to connect Salem's residential neighborhoods with Downtown and other jobs centers
- Commuter rail provides regional connections along the North Shore and to Boston




Source: MassGIS

# Prior Planning

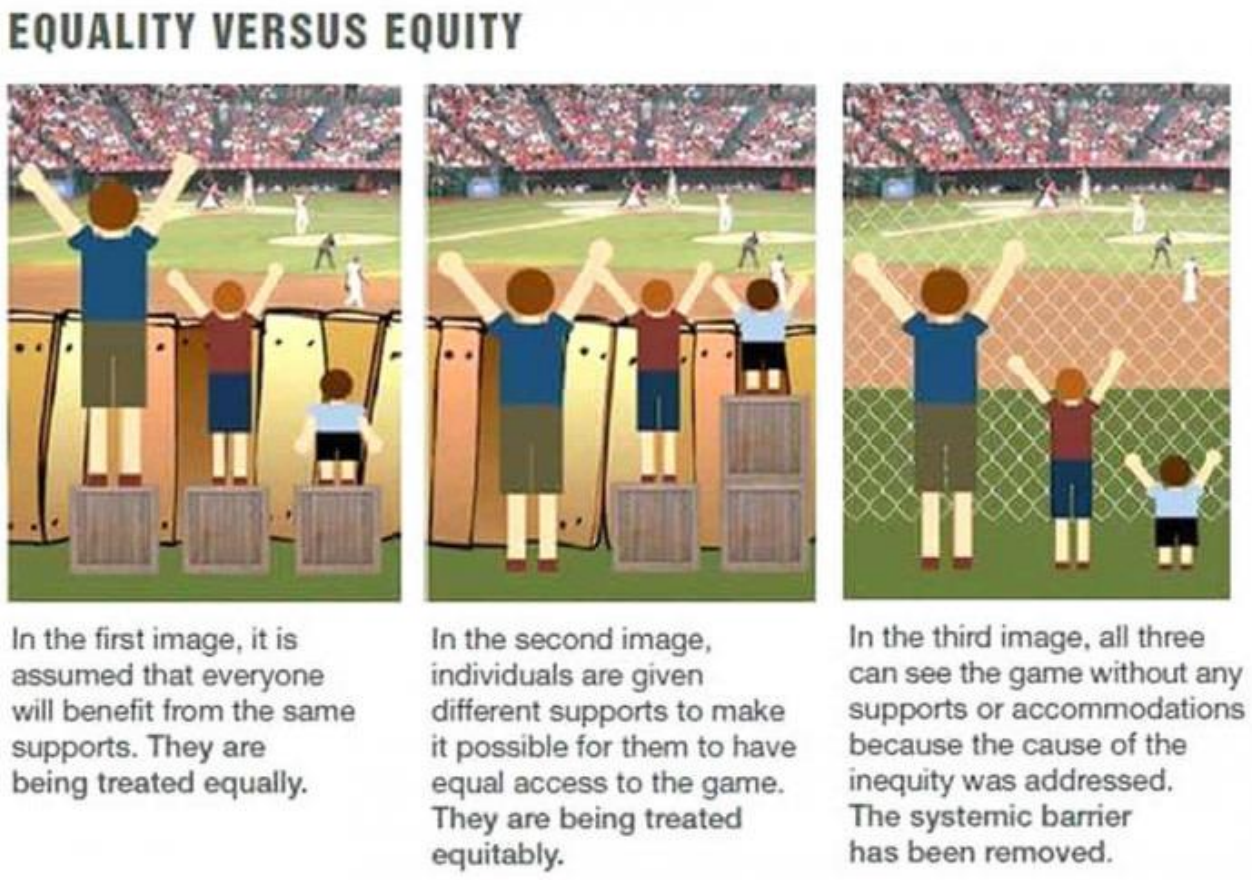
- Recent and on-going efforts to improve the quality of life in Salem for all residents can be categorized into buckets. These are:

Plans

Policies

Programs

# Equity and Inclusivity




Source: MassGIS

# Equity and Inclusivity

## in·clu·siv·i·ty

/ˌinklo͞oˈsivədē/

*noun*

noun: **inclusivity**

an intention or policy of including people who might otherwise be excluded or marginalized, such as those who are handicapped or learning-disabled, or racial and sexual minorities.

"you will need a thorough understanding of inclusivity and the needs of special education pupils"

### Origin

ENGLISH

exclusivity ⟶ inclusivity

on the pattern of *exclusivity* .

# Equity and Inclusivity

- **Non-Discrimination Ordinance:** The 2014 ordinance ensures equal protection under the law. Its development and adoption involved a large and diverse group of individuals and organizations.
- **City Boards and Commissions:** Commission on Disabilities, Council on Aging Board, Neighborhood Improvement Advisory Council (NIAC), No Place for Hate Committee, Youth Commission
- **Age in Place Initiative**: The age friendly initiative called looks at how Housing, Communications, Outside Environment and Public Buildings, and Transportation can be more attuned to the needs of seniors who want to age in place in Salem easily and affordably.

ARTICLE XVI. - NON-DISCRIMINATION POLICY

Sec. 2-2055. - Purpose and intent.

It is the finding of the City of Salem that no individual should be denied equal treatment or opportunity as a result of his or her age, ancestry, color, disability, family status, gender identity or expression, military status, marital status, national origin, race, religion, sex or sexual orientation.

(Ord. of 2-27-2014(3), § 1)

Sec. 2-2056. - Policy.

It is the policy of the City of Salem to uphold th
the free exercise and enjoyment of any and all righ
Constitutions, Laws, Ordinances and Regulations o
Massachusetts and the City of Salem. As such, actio
individual equal access or opportunity in matters o
services, contracts, purchasing or public accommo
disability, family status, gender identity or expressi
origin, race, religion, sex or sexual orientation, are

(Ord. of 2-27-2014(3), § 1)

Sec. 2-2057. - Enforcement.

The licensing board shall hear and determine a
individual of this section as it relates to public acco
violation of this section as it relates to public accom
10 of the City of Salem Code of Ordinances; provid
intended to alter or limit the authority of the licens
officer, board, commission, authority or agent purs
regulation or ordinance.

(Ord. of 2-27-2014(3), § 1)

# Housing Options and Affordability: Neighborhoods in Salem

Source: MassGIS

# Housing Options and Affordability: On-going Initiatives & Programs

**Housing Programs** - The city offers grants and loans for low to moderate income residents to support affordable housing including:

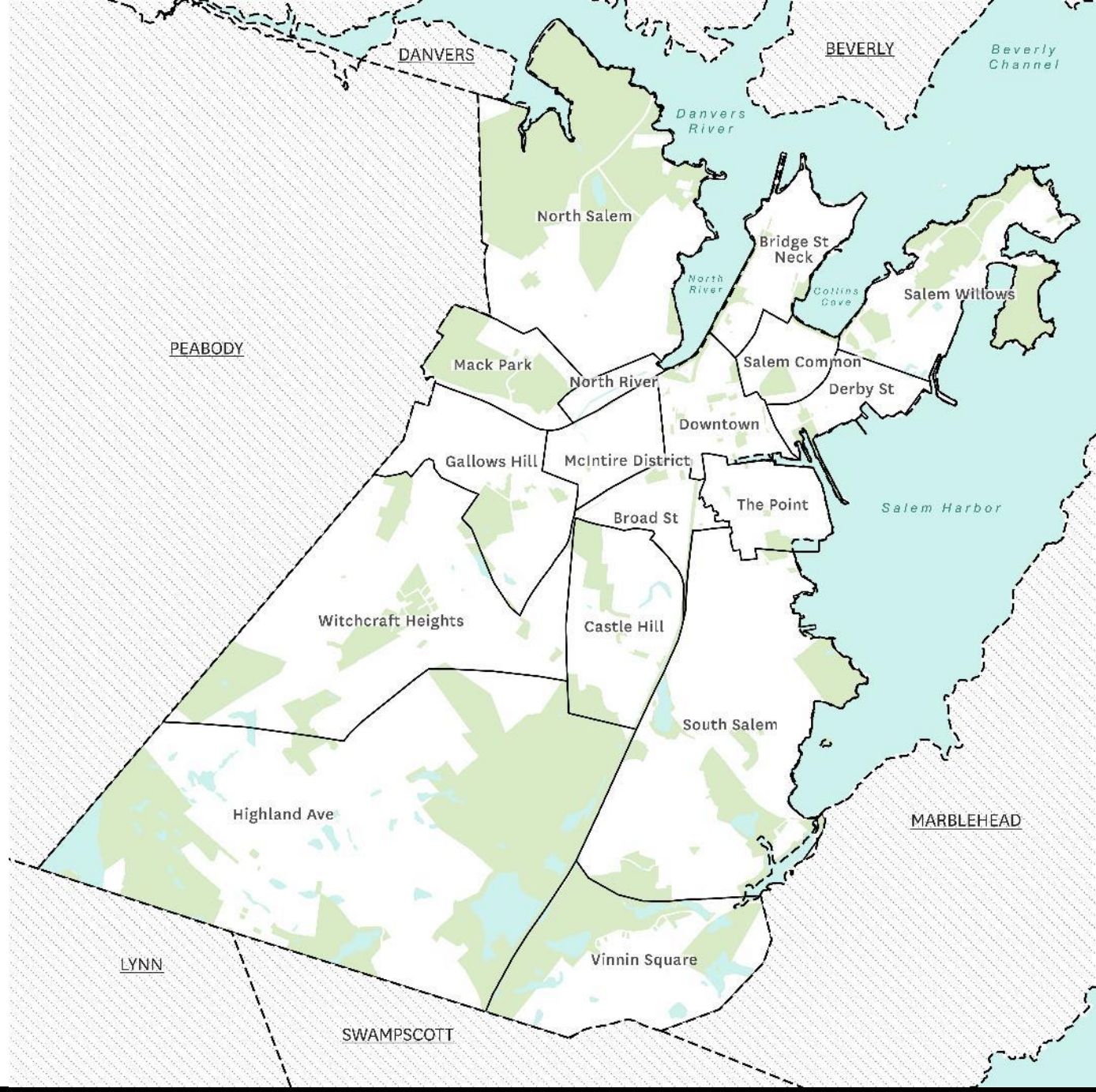
- **First Time Homebuyer Down Payment Assistance Loan**
- **Housing Rehabilitation Loan Programs**
- **Rental Down Payment Assistance Program**
- **Get the Lead Out Loan Program**
- **Foreclosure Prevention, Predatory Lending and Legal Resources**
- **MassSave Energy Savings Programs**

**Support for Affordable Housing Development:** CDBG and CPA funding to North Shore CDC, Harborlight

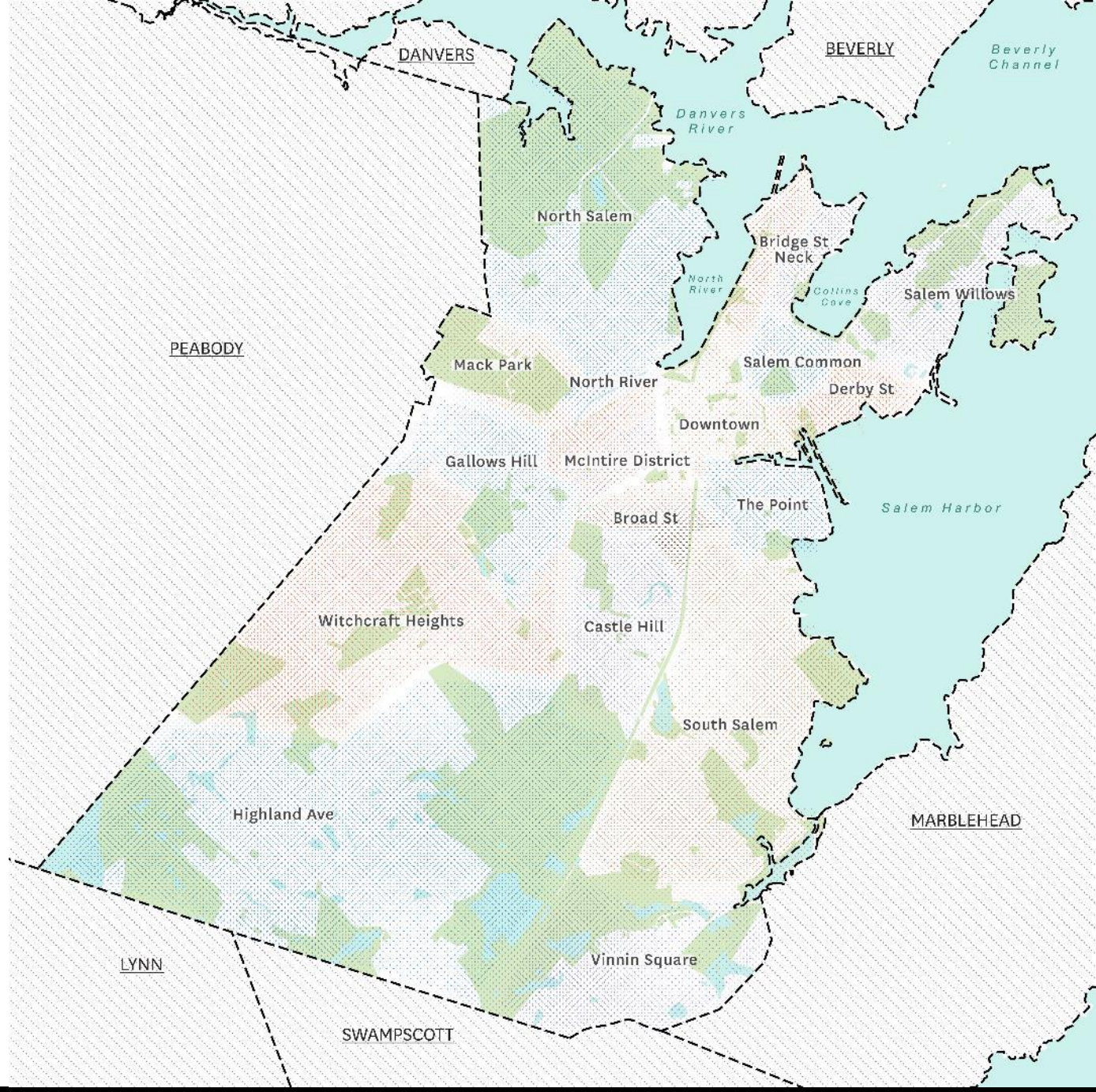
**Community Partners:** NSCAP (for weatherization), North Shore Home Consortium, Salem Housing Authority, Salem HOPE (quarterly meeting and newsletter of housing and social service groups)

North Salem housing

# Housing in the Neighborhoods



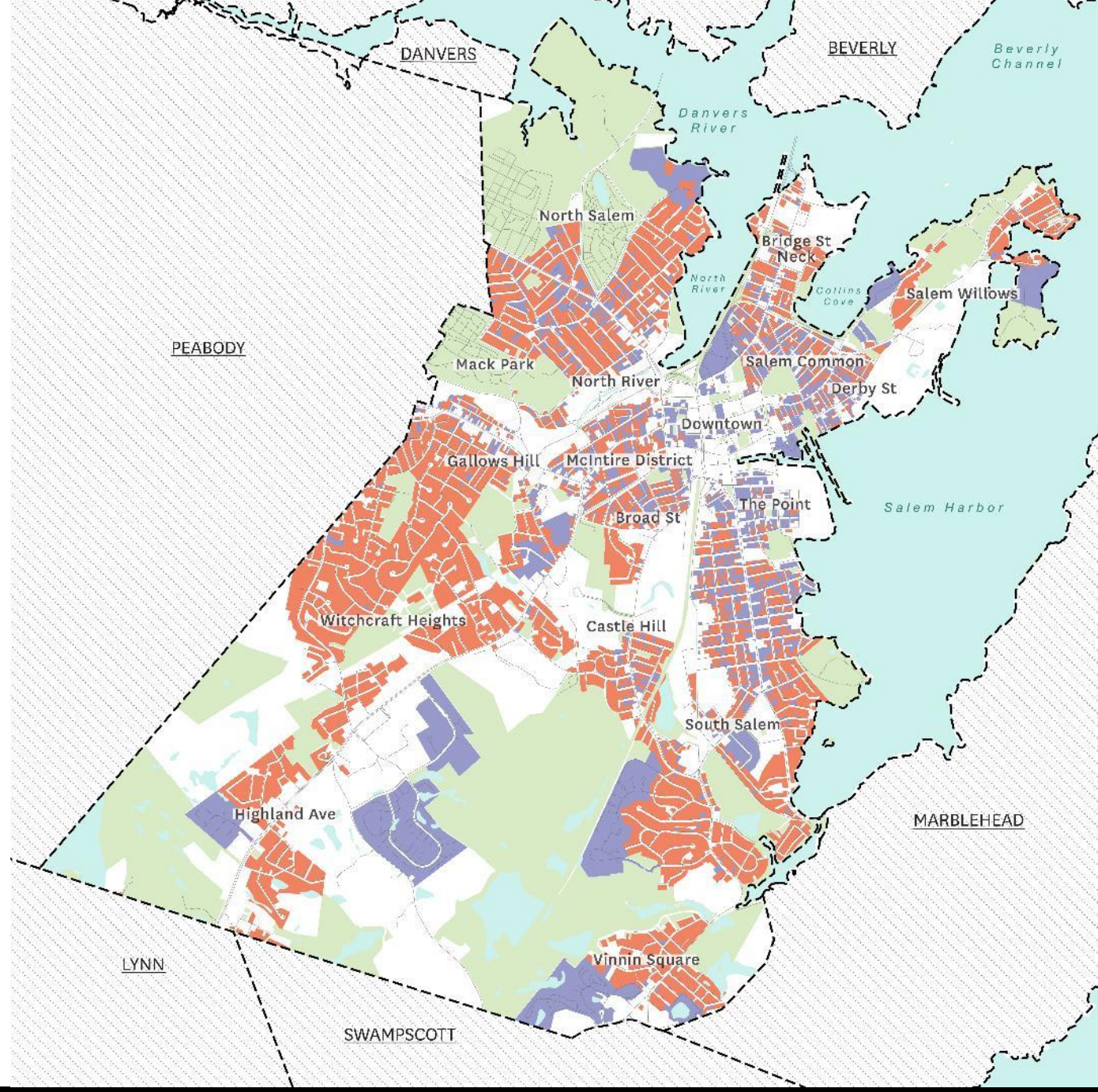
# Neighborhoods in Salem




Source: MassGIS

# Housing Types

- Salem's housing consists mainly of 1-2 unit structures with the exception of some multifamily buildings in the historic center and condominiums and apartment buildings in Highland Ave and Vinnin Square
- The older, denser neighborhoods tend to have more subdivided multi-family units.




**Housing by Number of Units per Structure**

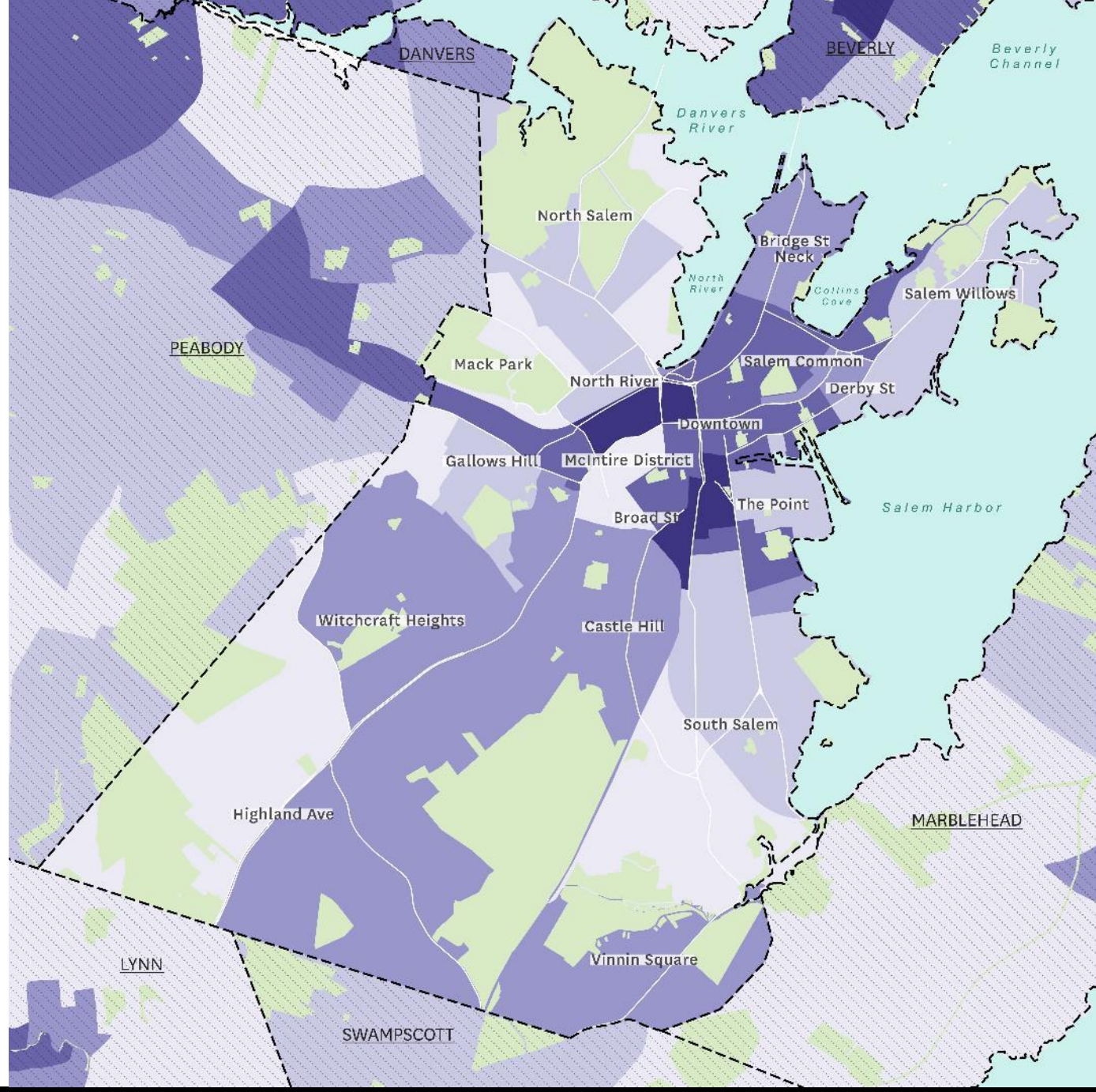
1-2 Units

3+ Units

Source: City of Salem Property Assessments Database; MassGIS

# Housing by Bedrooms

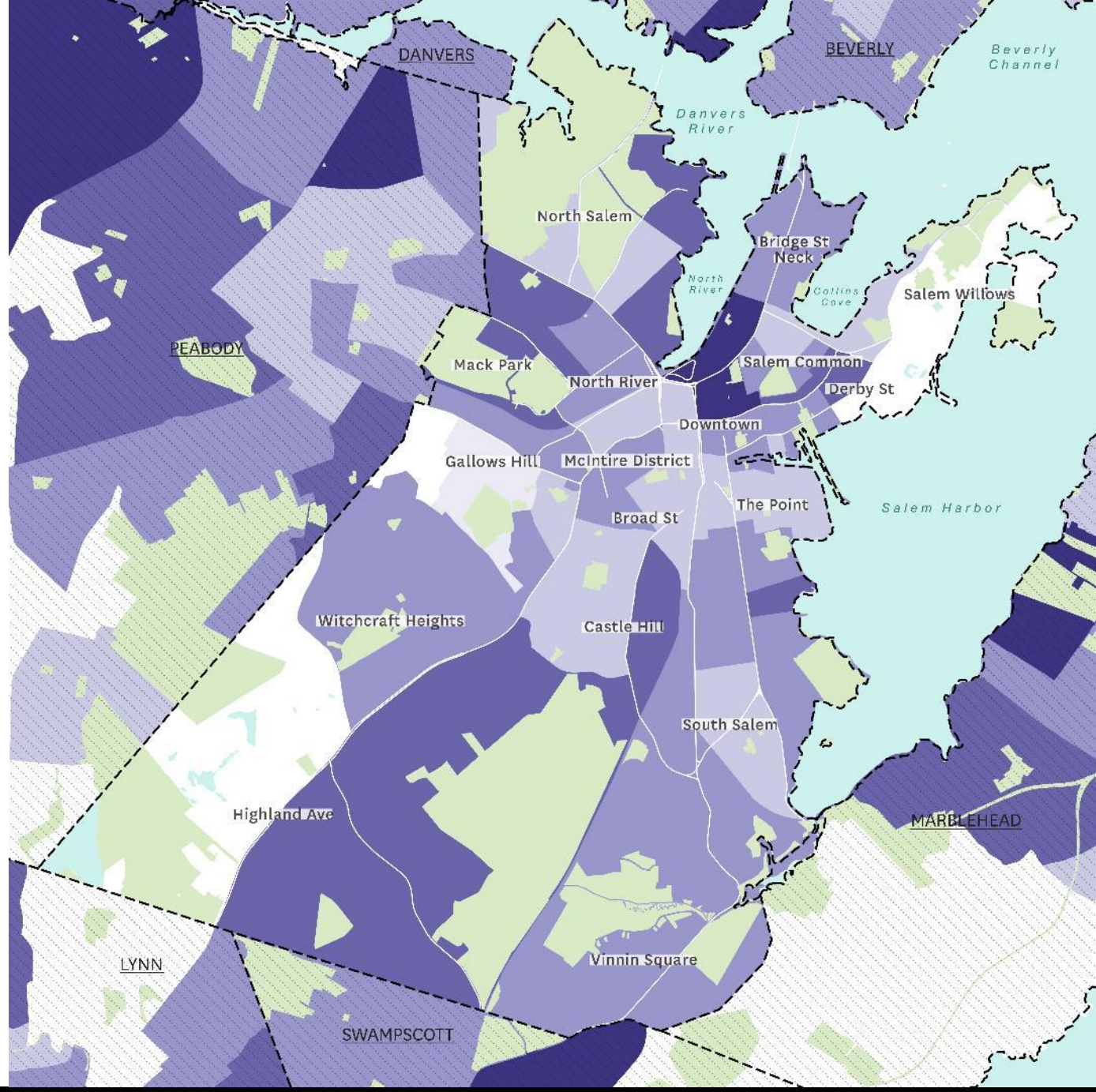
- The majority of Salem's one bedroom and studio units are in the older, historic neighborhoods.
- A renting household needs to earn at least $63,218 per year to affordably rent the average 1-bedroom apartment in today's market.




Source: American Community Survey 5-Year Estimates, 2009-2014

# Gross Rent

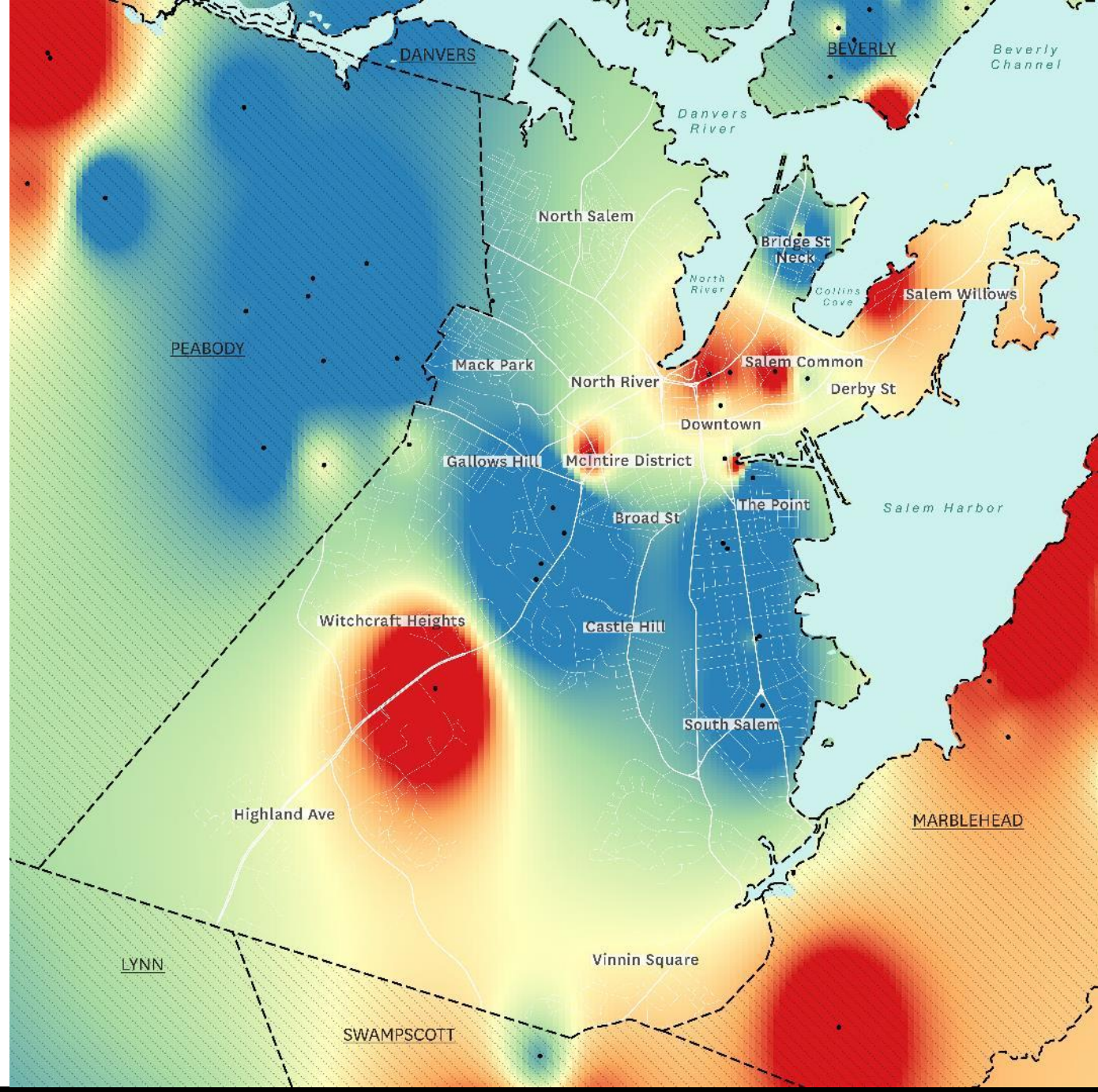
- The median gross rent for apartments is higher in Downtown, where there are more rental units.




Source: American Community Survey 5-Year Estimates, 2009-2014

# Gross Rent

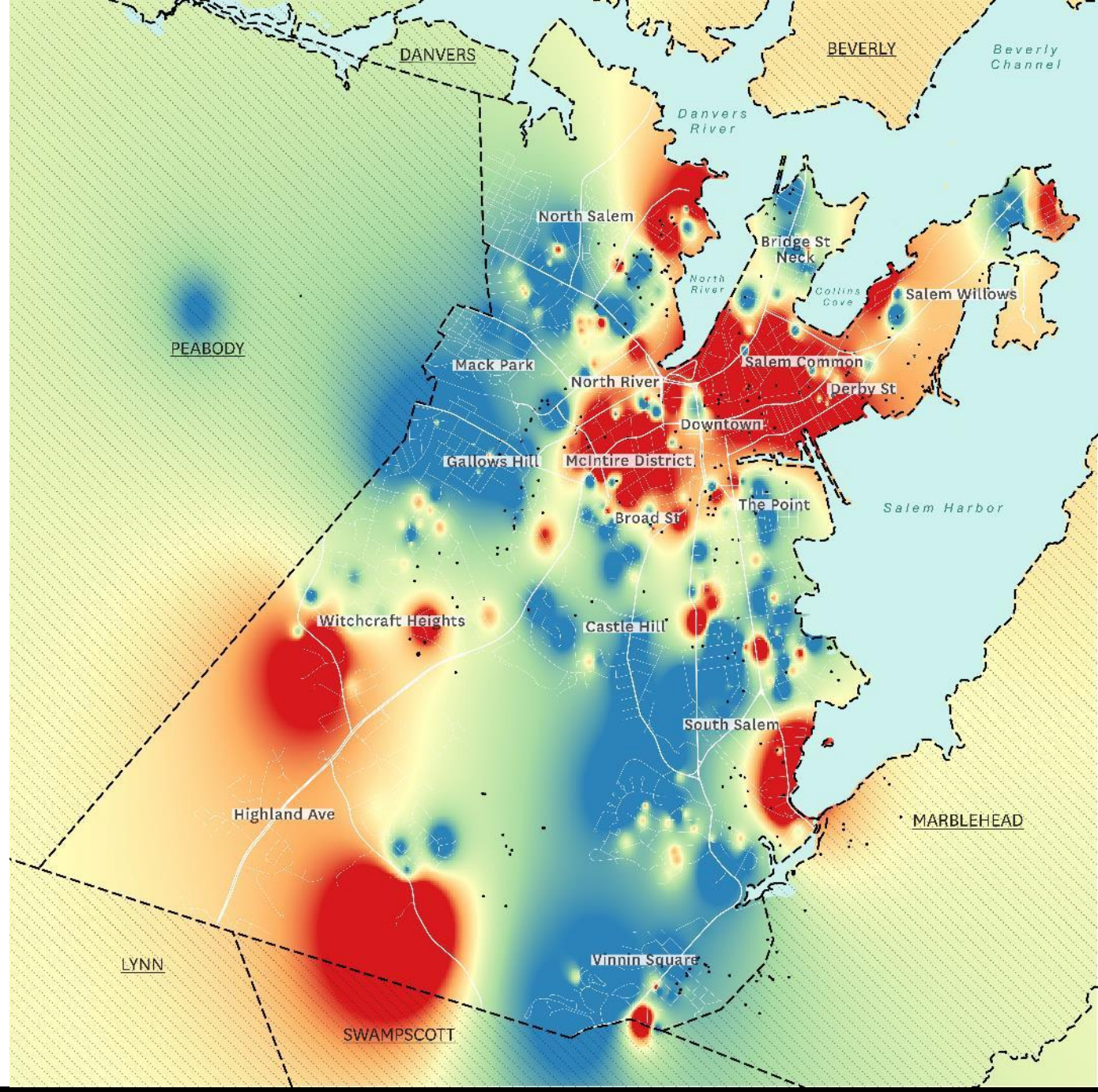
- High rents near the train station and near Salem Common
- Witchcraft Heights is an outlier because it only represents one listing




Source: Padmapper listings, November 27, 2016, normalized to estimate 1-bedroom prices

# Property Sale Price

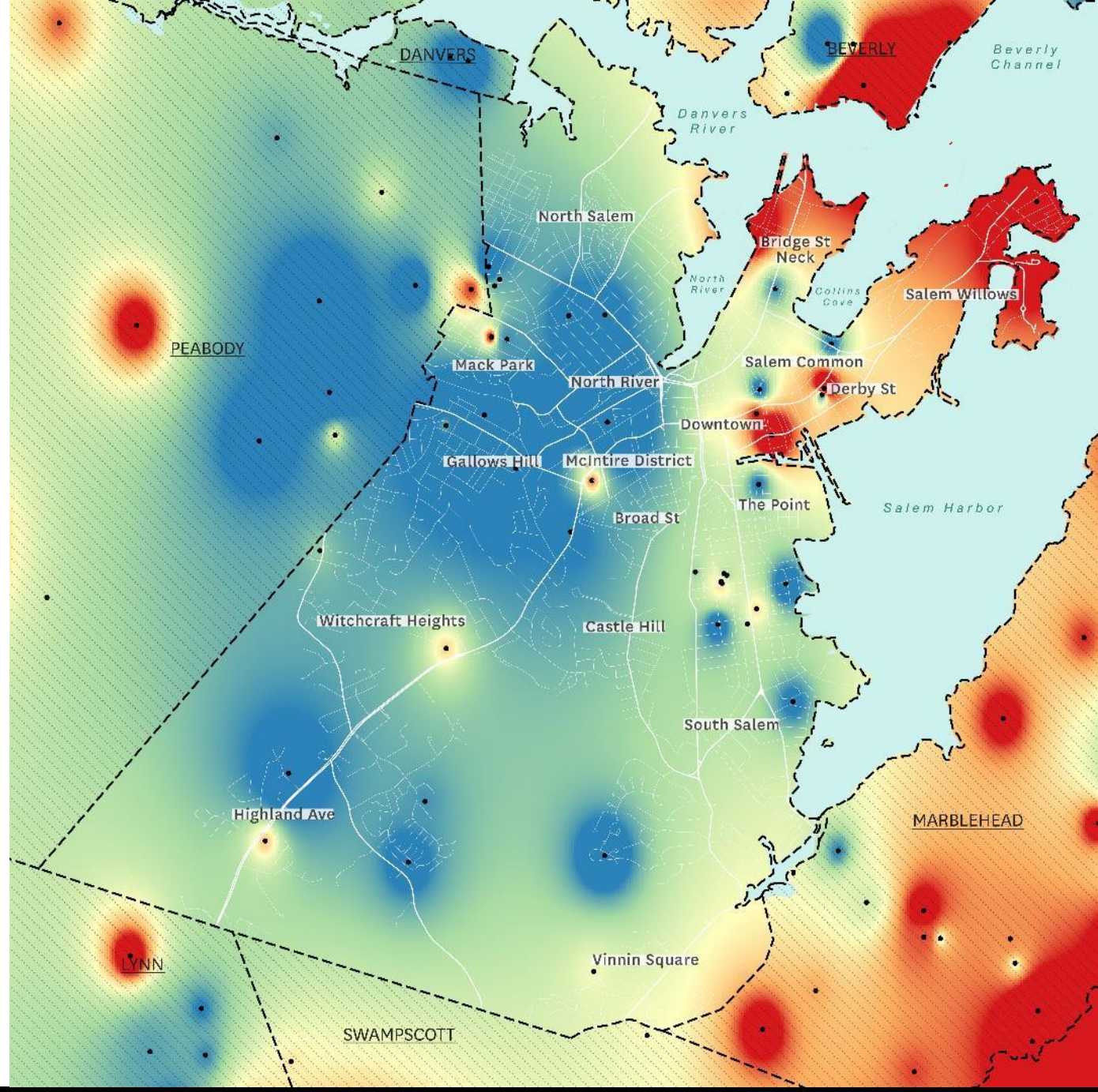
- Represents all real estate transactions
- Strong home sales, and high rents, and large multi-unit buildings drive high prices Downtown and in the McIntire District




Source: Zillow, Listings for sale, 27 November 2016

# For Sale List Prices

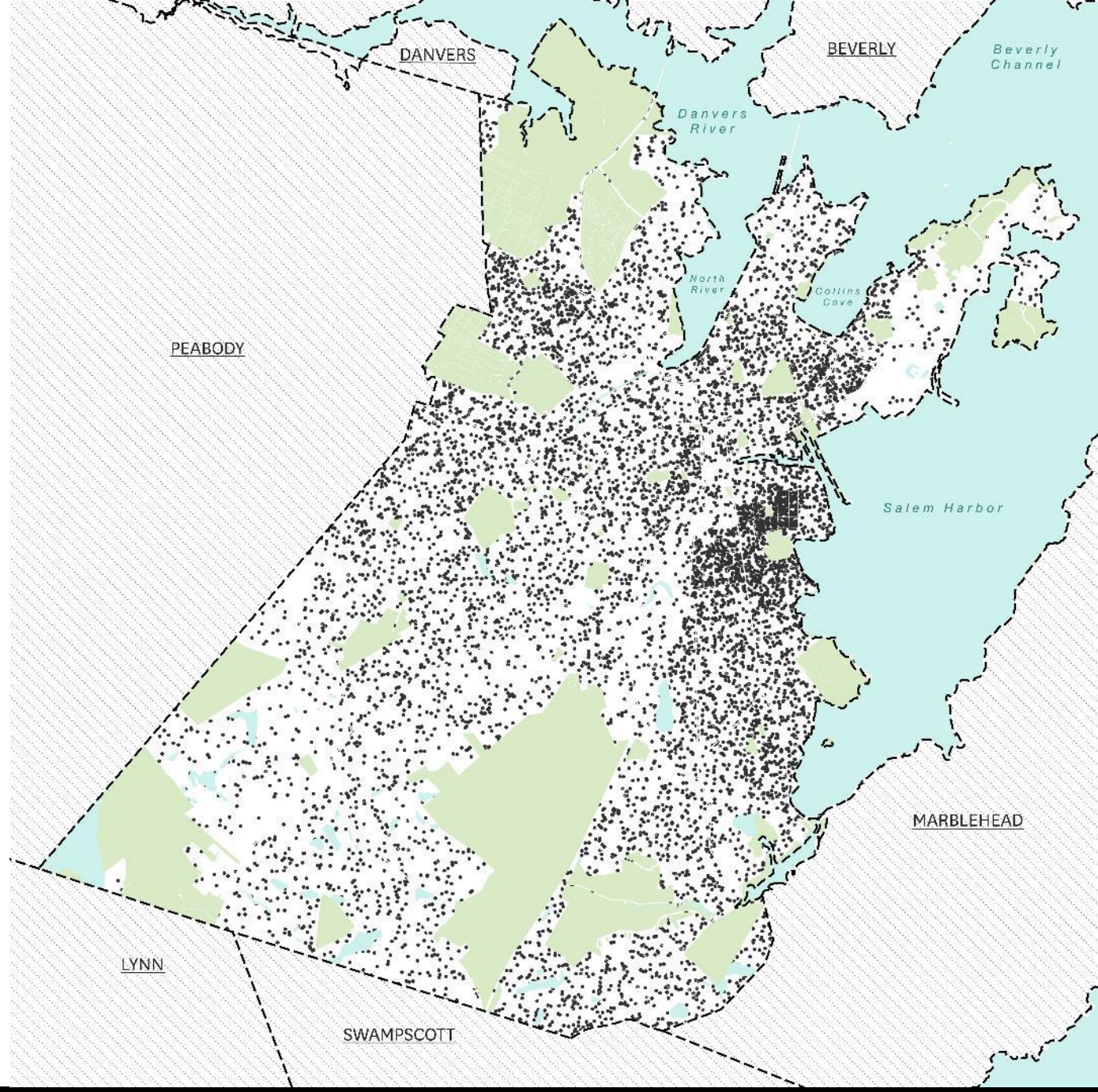
- The highest for sale list prices are concentrated downtown and towards the northeast corner of Salem.
- Lower list prices tend to spread out from the historic downtown.




Source: Zillow, Listings for sale, 27 November 2016

# Population Density

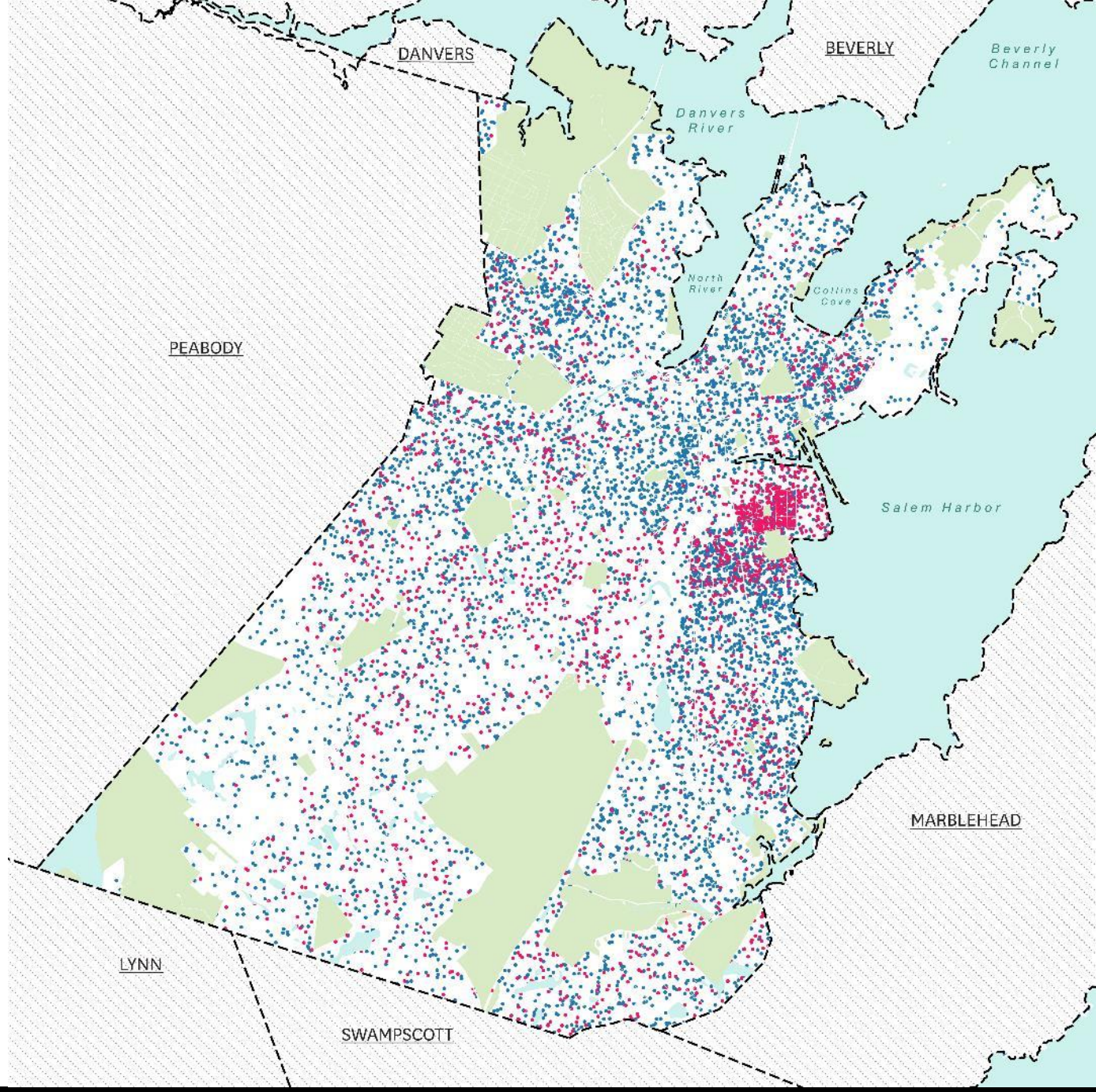
- Salem's population density tends to be focused on the north and east side of the city, particularly south of downtown




Source: American Community Survey, 5-year estimates, 2010-2014. Points are randomly placed within Census Block Groups

# Population by Race/Ethnicity

- Many neighborhoods are largely white
- People of color live across the city, but the Point is the most concentrated with racial and ethnic minorities



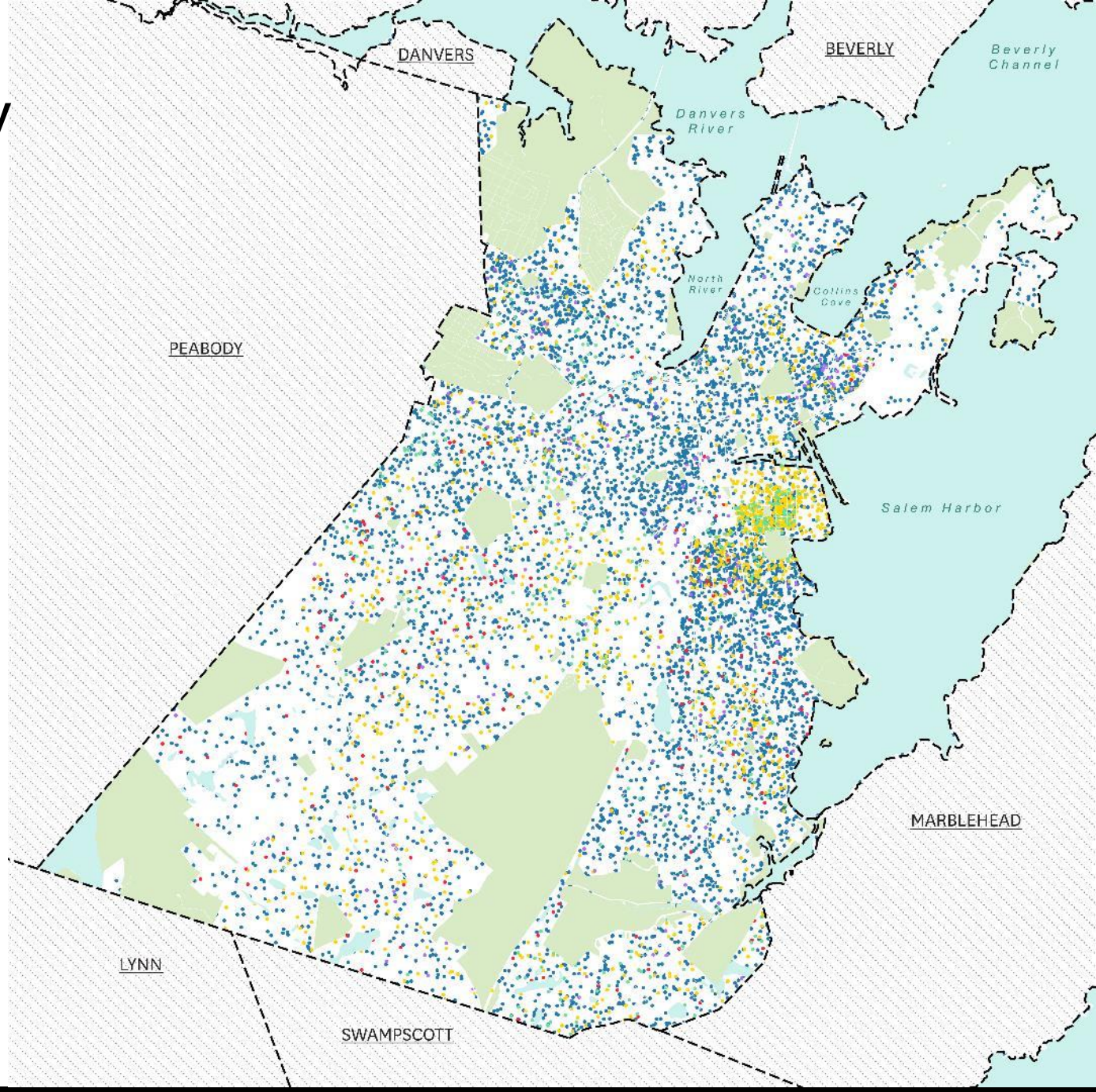

**People by Race/Ethnicity**
1 dot = 5 people

- White
- People of Color

Source: American Community Survey, 5-year estimates, 2010-2014. Points are randomly placed within Census Block Groups

# Pop Density and Race/Ethnicity

- The Point is Salem's most concentrated minority neighborhood



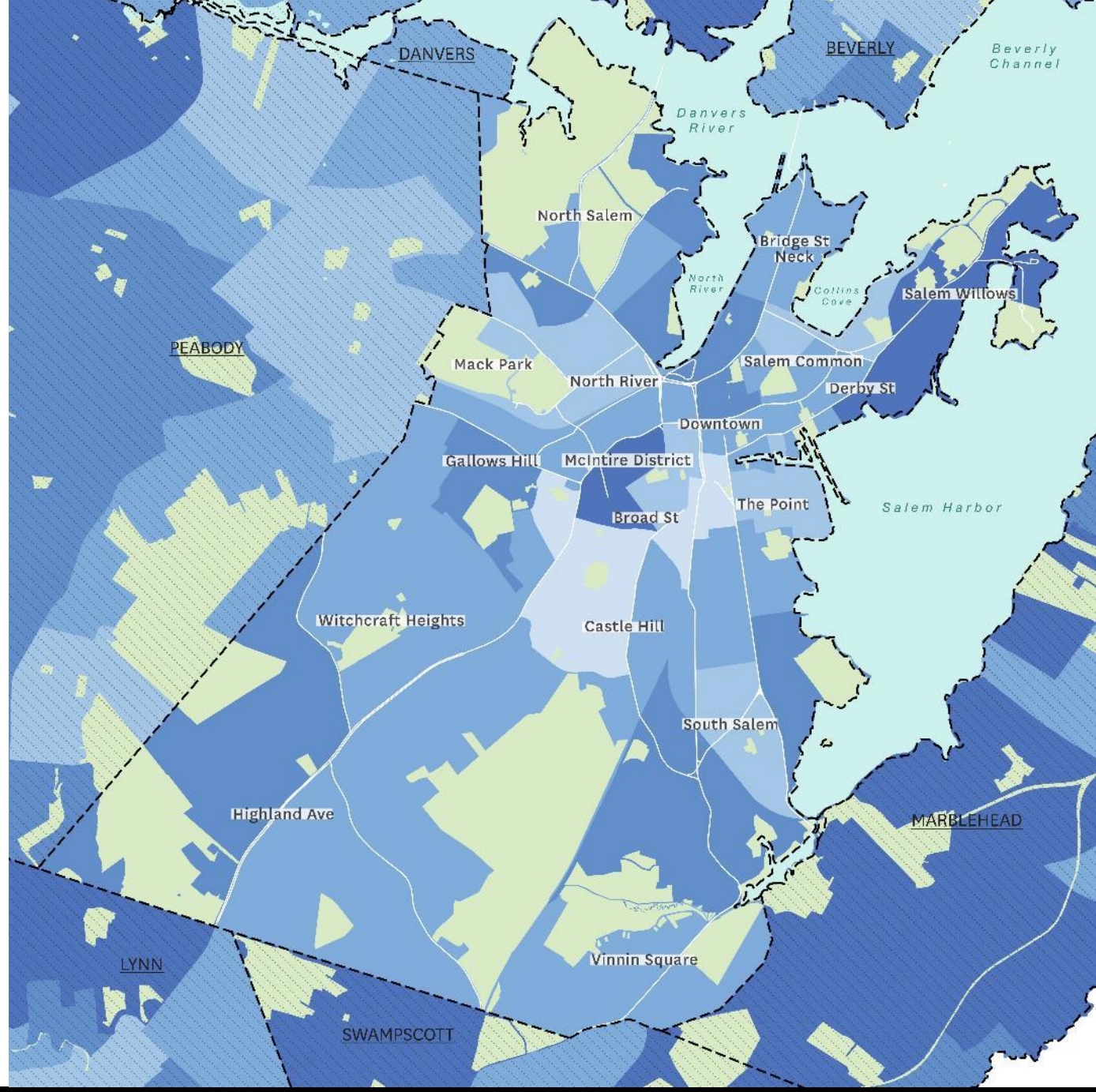

**People by Race/Ethnicity**
1 dot = 5 people

- White
- Black
- Latina/o
- Asian
- Other, Two or more races

Source: American Community Survey, 5-year estimates, 2010-2014. Points are randomly placed within Census Block Groups

# Income

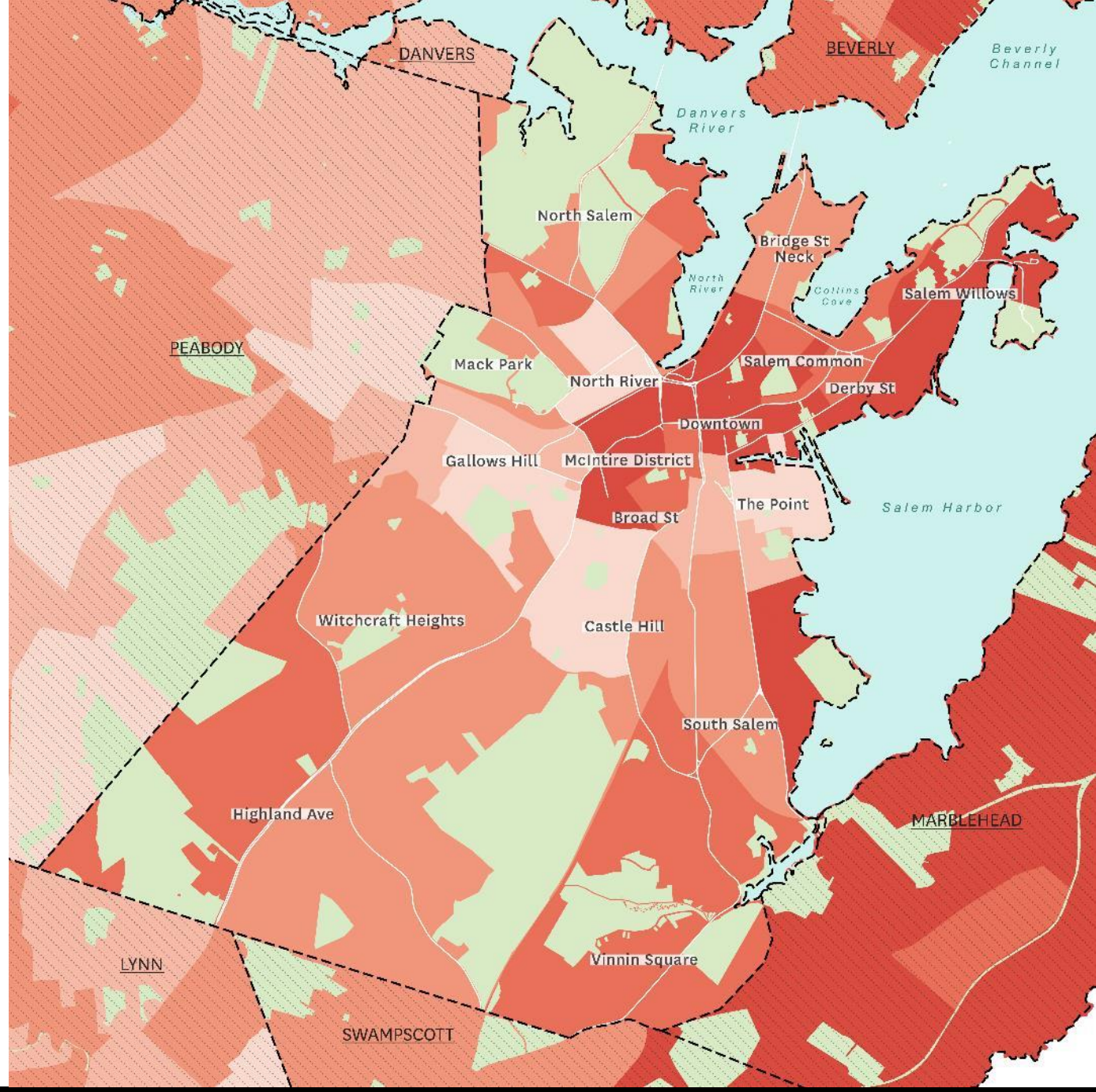
- Salem is home to people with a wide range of incomes.




Source: American Community Survey 5-Year Estimates, 2009-2014

# Educational Attainment

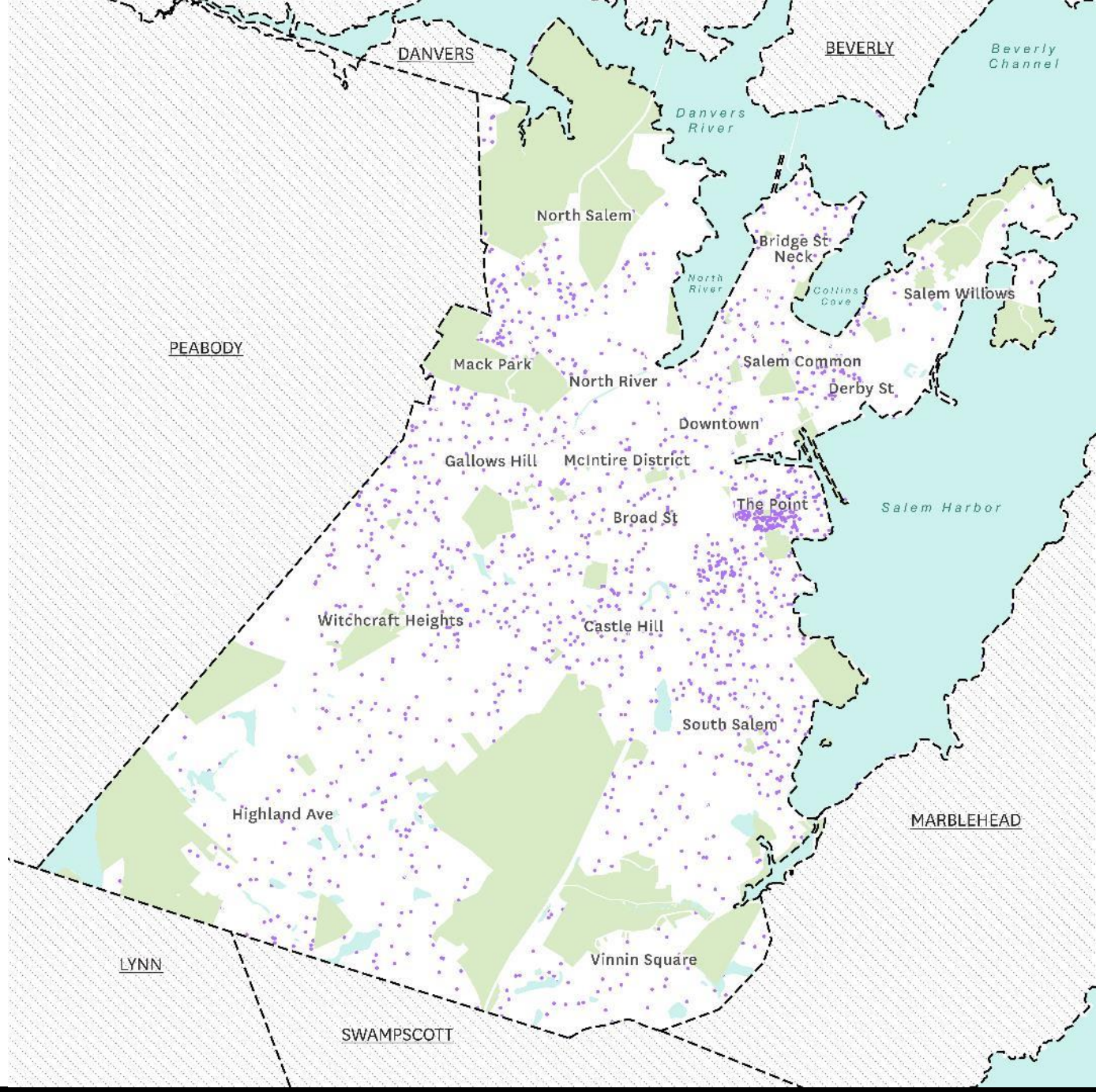
- There is a correlation between higher income earners and those with bachelors or advanced degrees in Salem




Source: American Community Survey 5-Year Estimates, 2009-2014

# Youth

- High concentration of young people in the Point neighborhood
- Small youth presence in Salem Willows, Bridge Street Neck



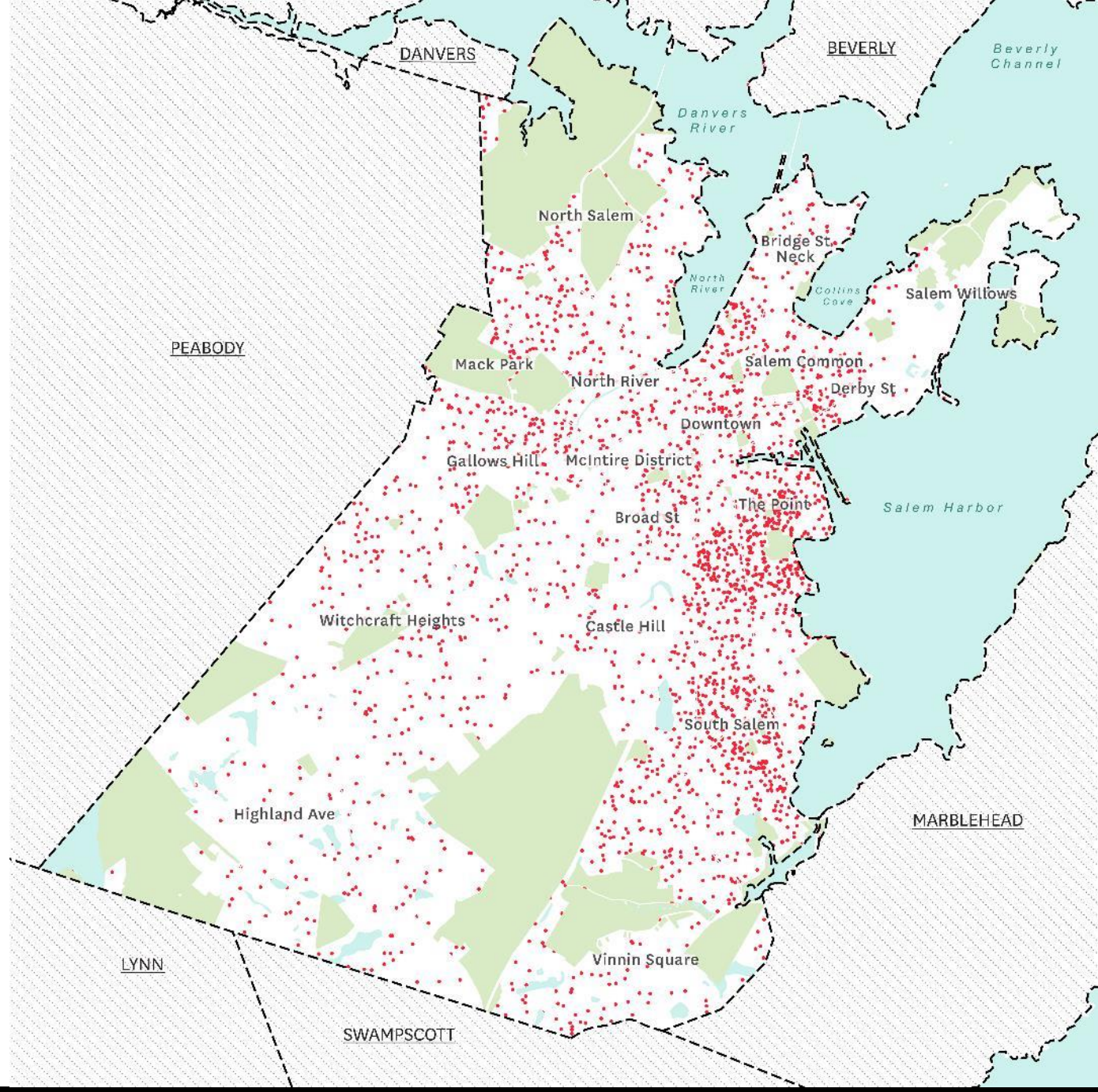

**People by Age**
1 dot = 5 people

0-17 Years

Source: American Community Survey, 5-year estimates, 2010-2014. Points are randomly placed within Census Block Groups

# Millennials

- Concentrations in and around Salem State University and the Point
- Least concentrated in Highland Ave. neighborhood



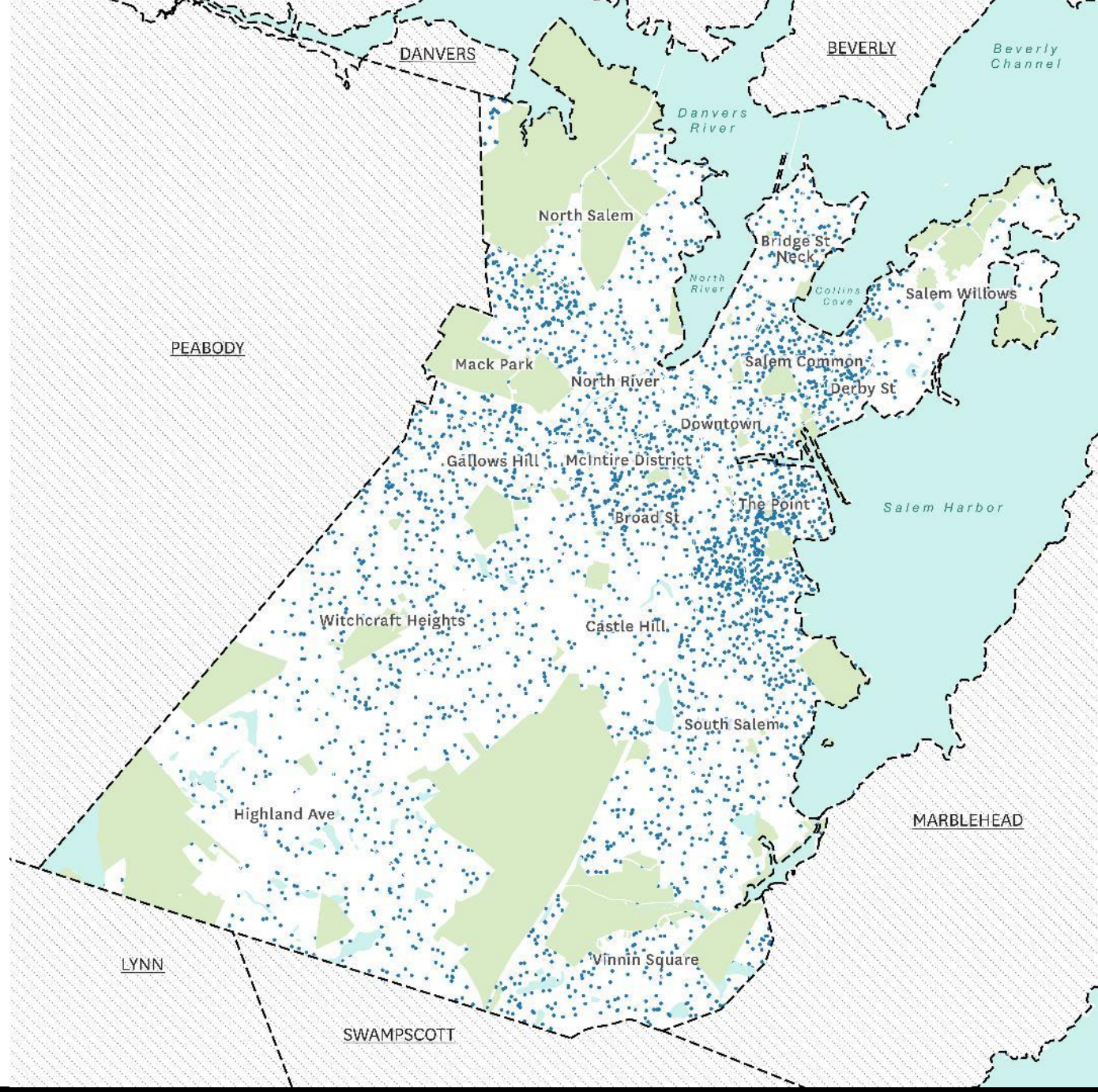

**People by Age**
1 dot = 5 people

18-34 Years

Source: American Community Survey, 5-year estimates, 2010-2014. Points are randomly placed within Census Block Groups

# Prime Earning Years

- People aged 35-64 spread across city, roughly in proportion to population in general



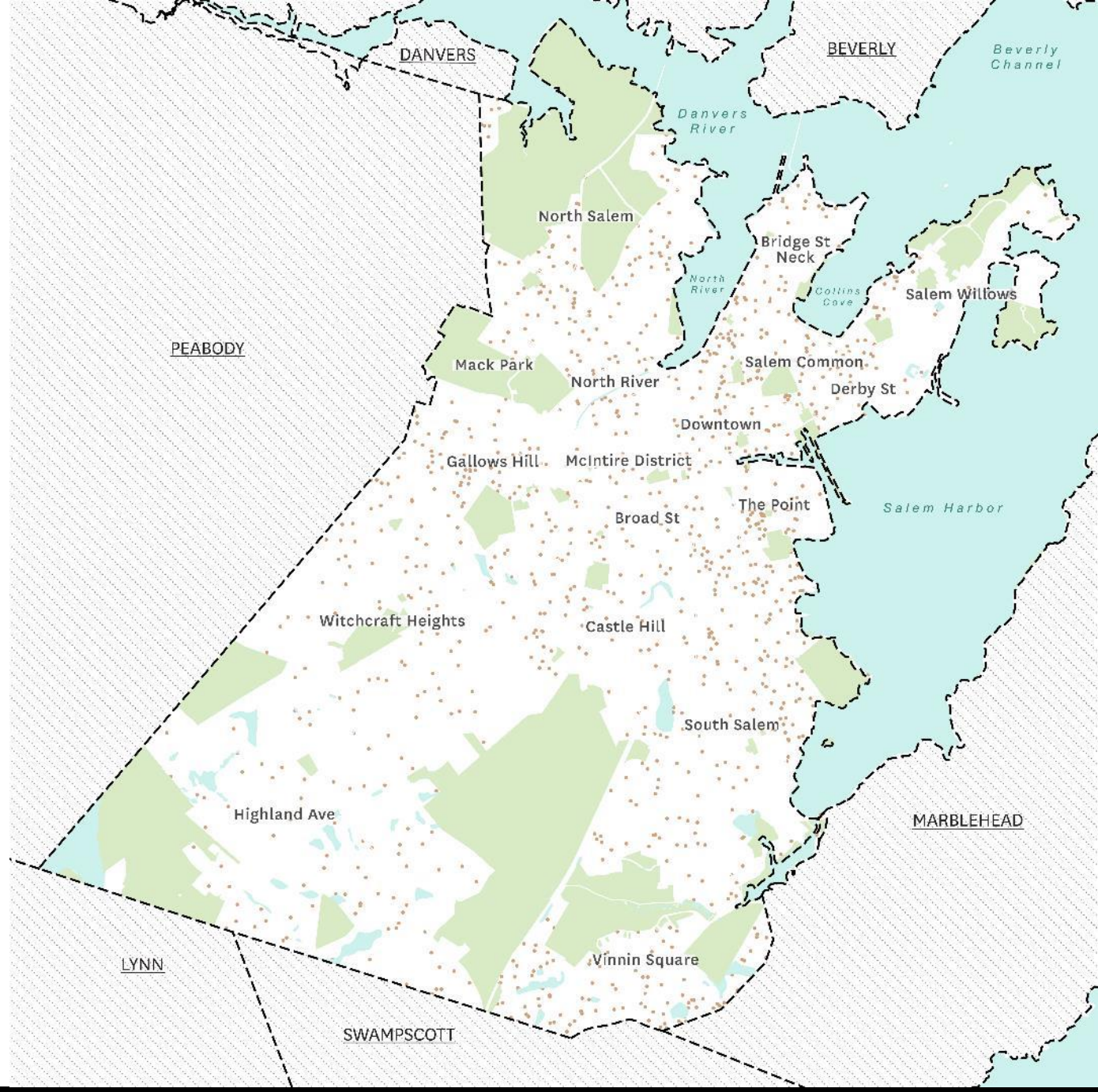

**People by Age**
1 dot = 5 people

35-64 Years

Source: American Community Survey, 5-year estimates, 2010-2014. Points are randomly placed within Census Block Groups

# Seniors

- Seniors underrepresented in the Point, near Salem State, and Downtown



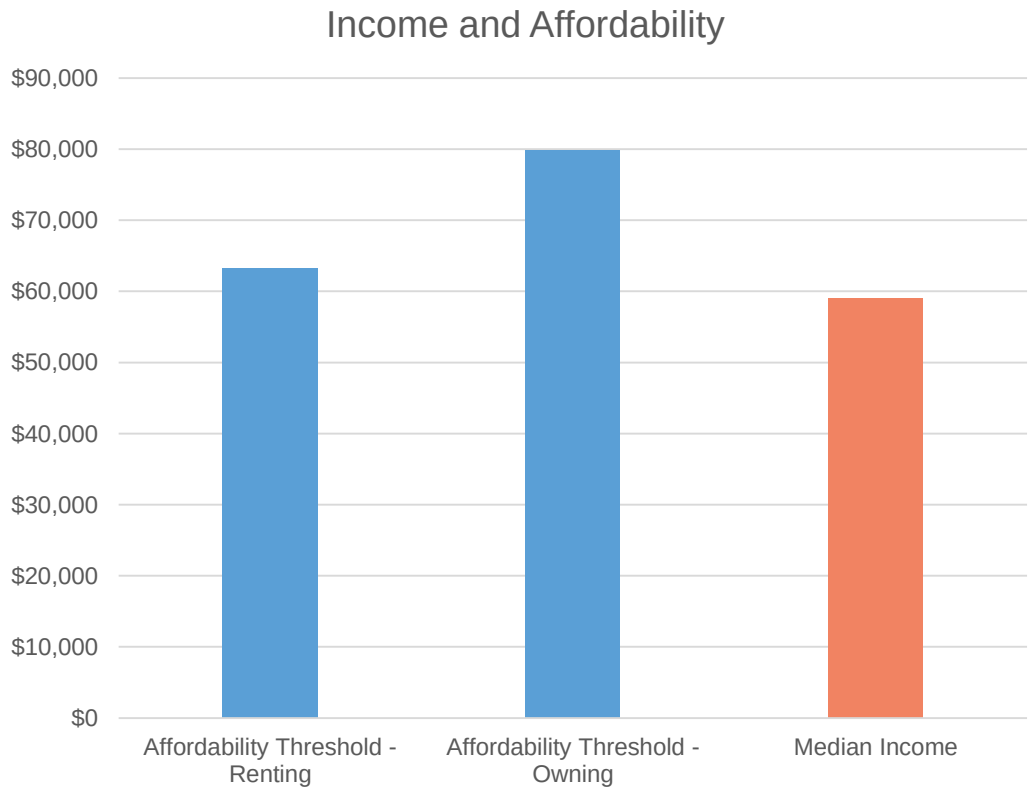

**People by Age**
1 dot = 5 people

65+ Years

Source: American Community Survey, 5-year estimates, 2010-2014. Points are randomly placed within Census Block Groups

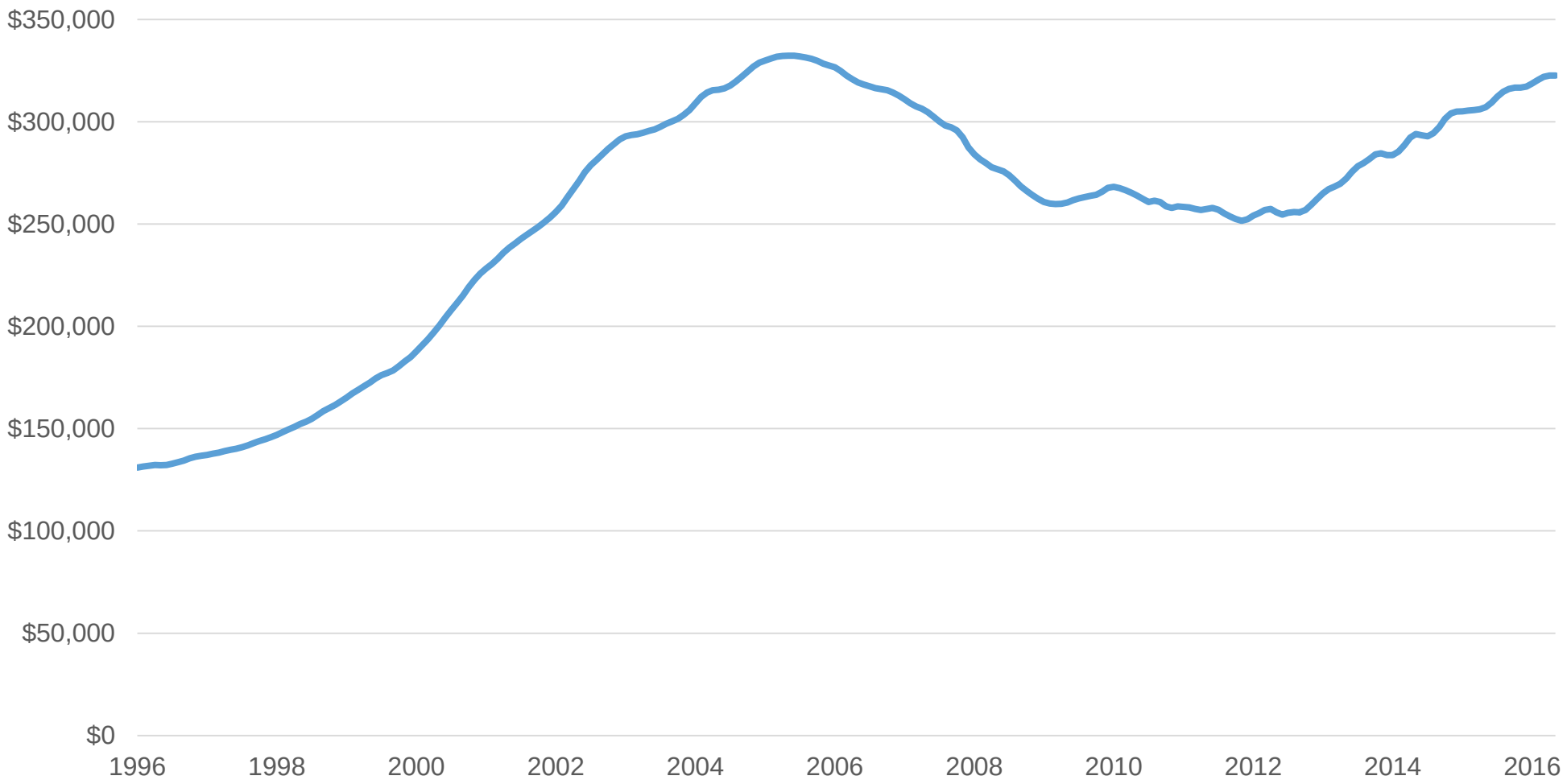
# Affordability

- 49% of renting households pay 30% or more of their income in rent
- 40% of home-owning households with a mortgage pay 30% or more of their income in housing costs
- A renting household needs to earn at least $63,218 per year to affordably rent the average 1-bedroom apartment in today's market.
- A home-owning household needs to earn at least $79,880 per year to affordably purchase the average 3-bedroom home in today's market.
- Salem's median income: $59,044
- Boston region's median income: $74,760




Source: American Community Survey, 5-year estimates, 2010-2014; Padmapper 1-bedroom listings, November 27, 2016; Zillow 3-bedroom listings, November 27, 2016; Affordability thresholds are incomes where housing costs (averaged from Padmapper and Zillow samples) are equal to 30% of income. Affordability threshold for renters does not include utilities. Affordability threshold for homeowners assumes a 30-year 4% mortgage with a 20% downpayment.

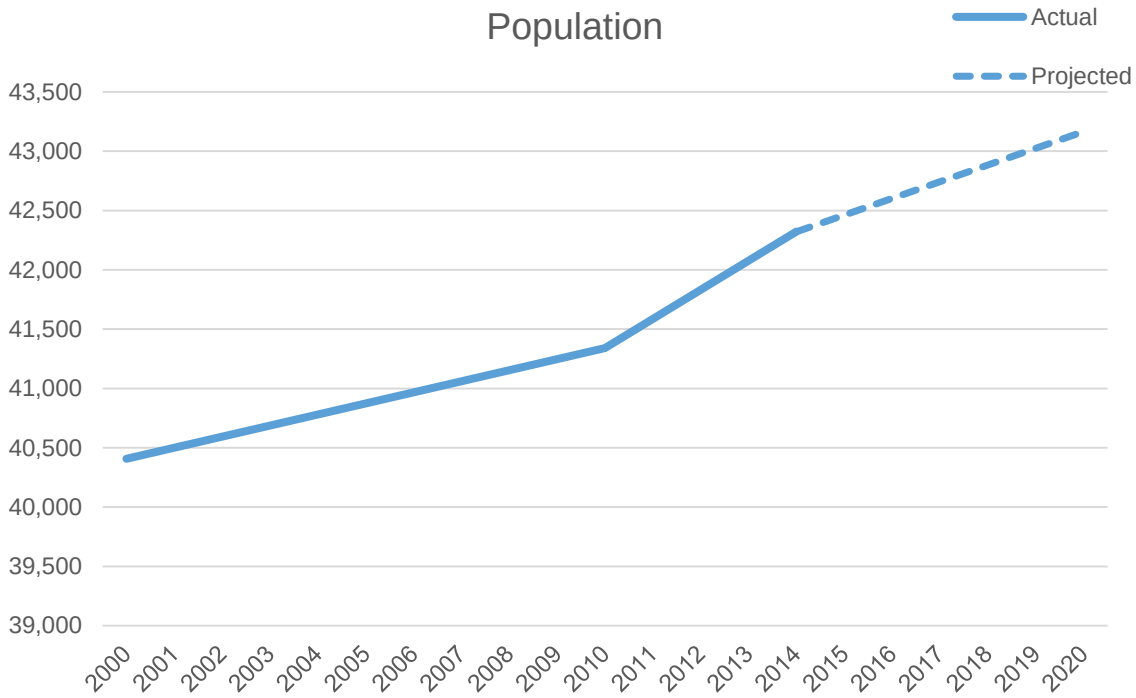
# Home Values




Source: Zillow Home Value Index

# Housing Options and Affordability: Housing Demand in Salem

- Population has grown since 2000, and that growth is accelerating.
- More people means more demand for housing.
- If demand isn't met with either more housing or assistance, affordability concerns will grow.
- According to the 2015 Housing Needs Assessment, by 2020 Salem will need between 720 and 1,200 multi-family units and 210-260 single-family units to keep pace with population growth and smaller households.
  - **Status Quo Scenario would require 720 multi-family units and 260 for single-family**




Source: Census Bureau, MAPC

# Housing: The Benefits and Challenges of Growth

- Salem has diverse housing options.
- Diverse housing options support diverse demographics.
- Salem is relatively affordable compared to Boston yet 40% of owners and 49% of renters spend more than 30% of their income on housing.

**Question**:

- How do we maintain diversity while increasing affordability?
- What are your concerns about housing in Salem?
- What are your hopes for housing in Salem?

# Employment and Economic Development

Source: MassGIS

# Economic Development in Salem: On-going Initiatives & Programs

- **Small Business Loan Program:** Expands financing opportunities for local entrepreneurs, while creating jobs and revitalizing the downtown and eligible neighborhoods. Low-interest loans to qualified entrepreneurs.
- **Storefront Improvement Program:** Designed to encourage private investment and reinvestment by new and existing property/business owners. The program allows a one-to-one match for moderate to substantial exterior and/or façade improvements.
- **InnoNorth:** Brings awareness of all that Salem and the North Shore has to offer for those looking to live and build companies in software and media space.

# Economic Development in Salem: On-going Initiatives & Programs

**Tax Increment Financing (TIF) Agreements:** An economic development tool that gives companies an incentive to improve their property and/or expand their facilities in exchange for the City to exempt the property taxation of a portion of those improvements.

- **Salem Redevelopment Authority:** Supports the revitalization of downtown Salem and is committed to preserving the social fabric and architectural heritage of the city.
- **Salem Main Streets:** Salem Main Streets' mission is the continued revitalization of downtown Salem as a vibrant, year-round, retail, dining and cultural destination through business retention, recruitment, and promotion of the downtown district.
- **North Shore WIB:** Works with companies and job seekers to address workforce problems.

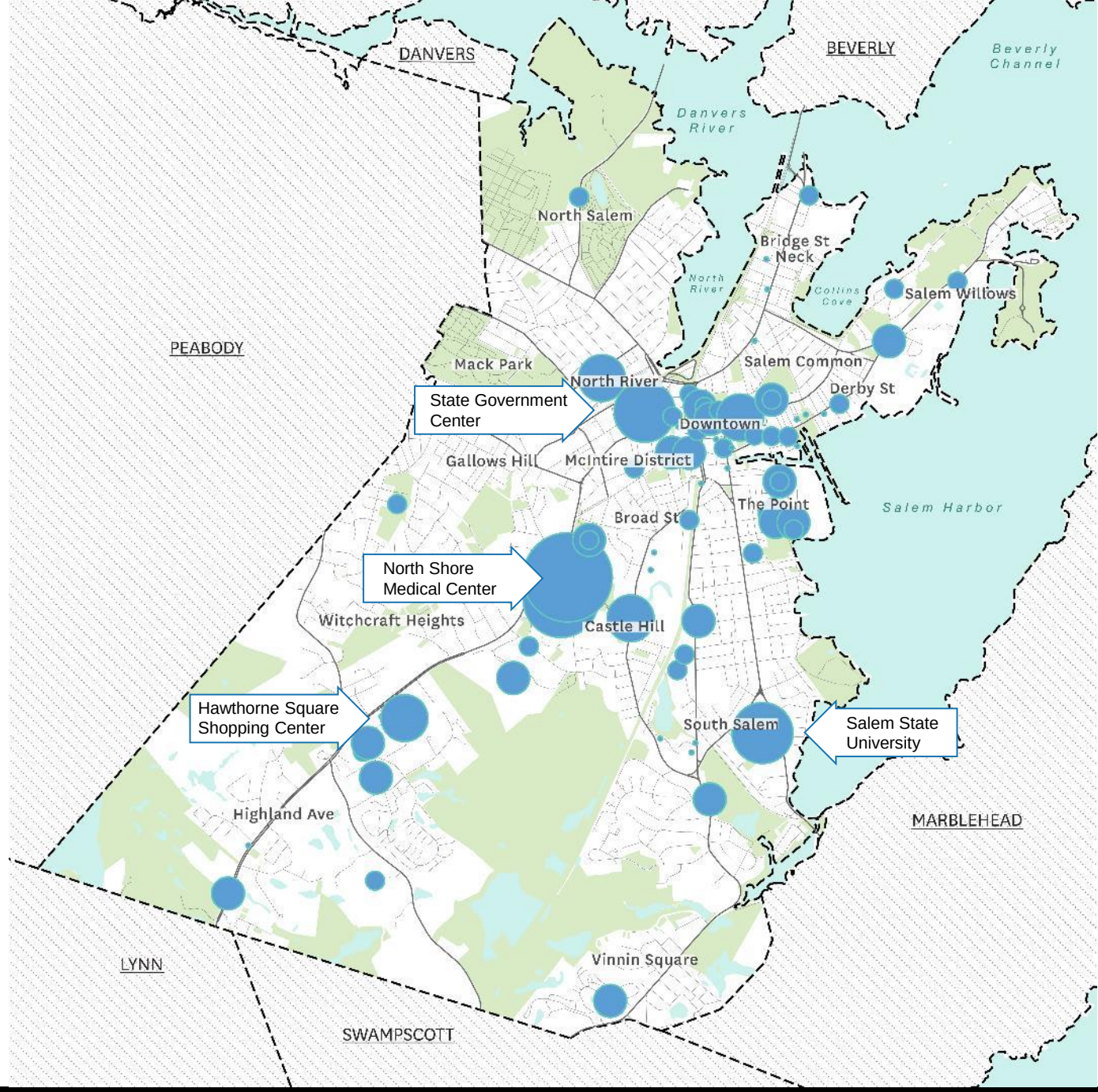
Salem Redevelopment Authority

SALEM MAINSTREETS

NORTH SHORE WIB WORKFORCE INVESTMENT BOARD

# Salem's Top Employers

- Salem's largest employers are major institutions, including North Shore Medical Center, State government, and Salem State University.
- The largest concentration of employers are in and around downtown, though big employers (especially institutions) are spread across the city.



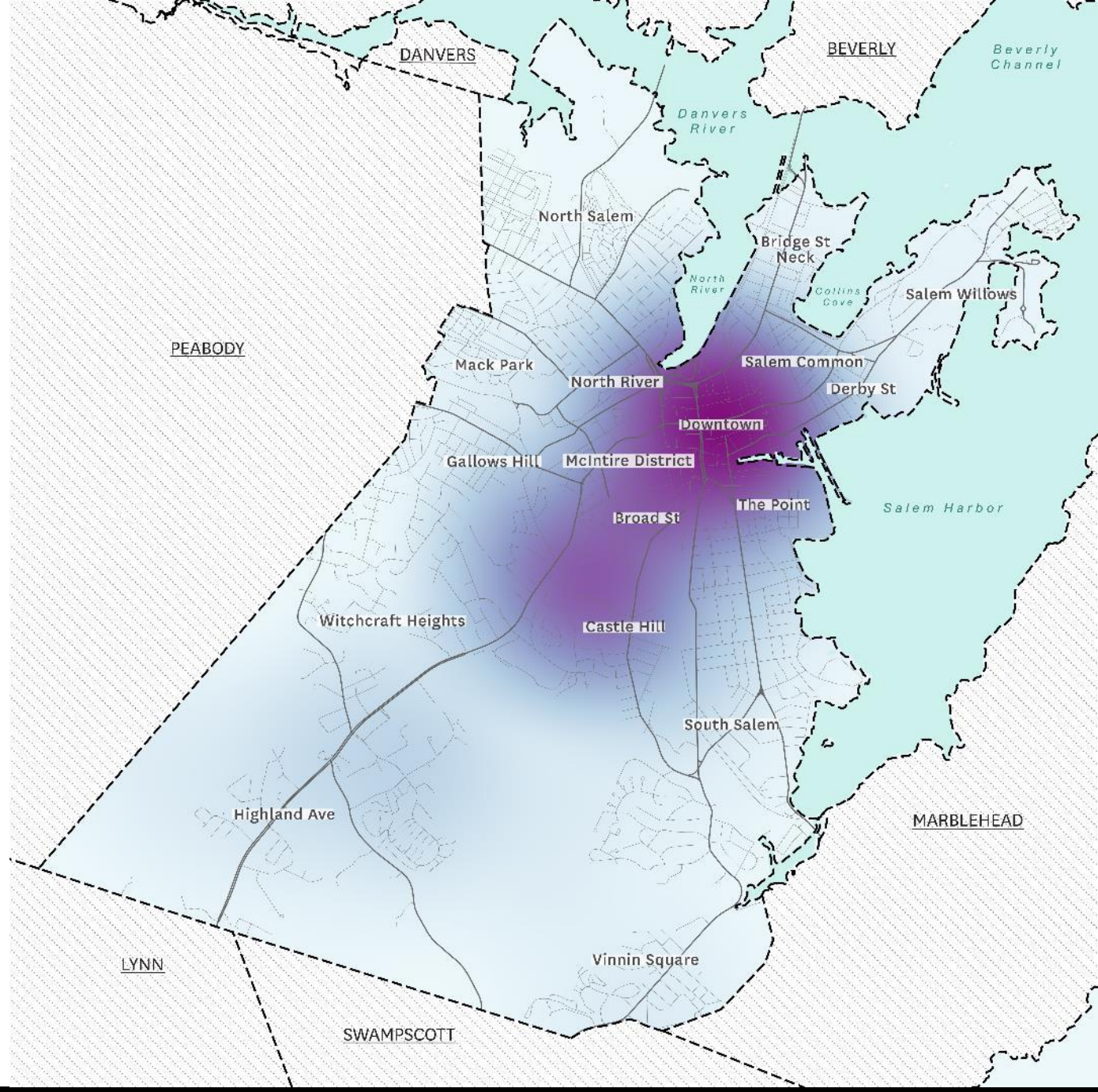

**Number of Employees**

- 20-49
- 50-99
- 100-249
- 250-499
- 500-999
- 1,000-4,999
- 5,000-9,999

Source: Mass. Executive Office of Labor and Workforce Development

# Salem Employment Centers

- A wider survey of employers and the workforce again shows employment concentrations in and around downtown.



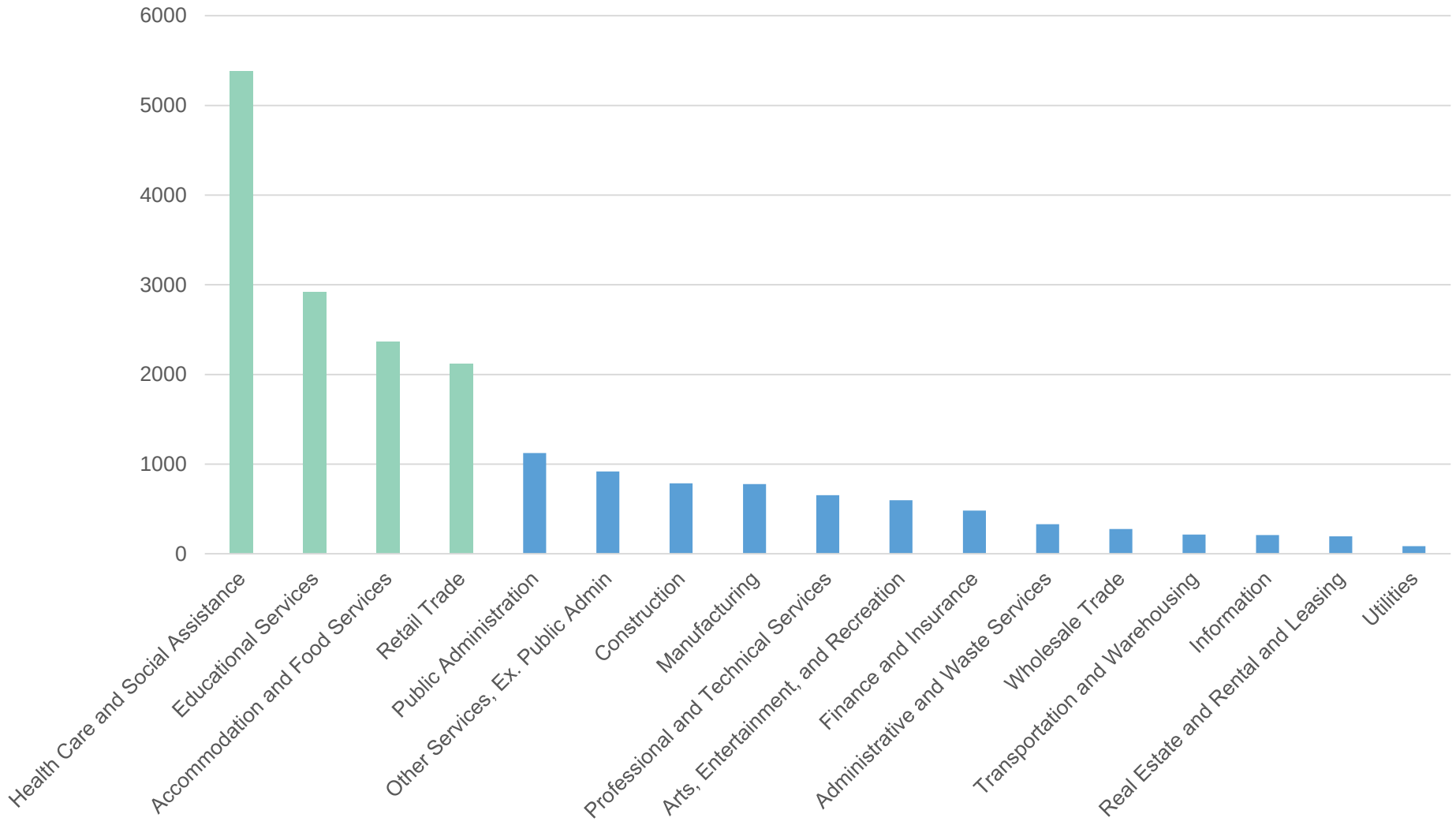

**Average Employment Density**

More

Less

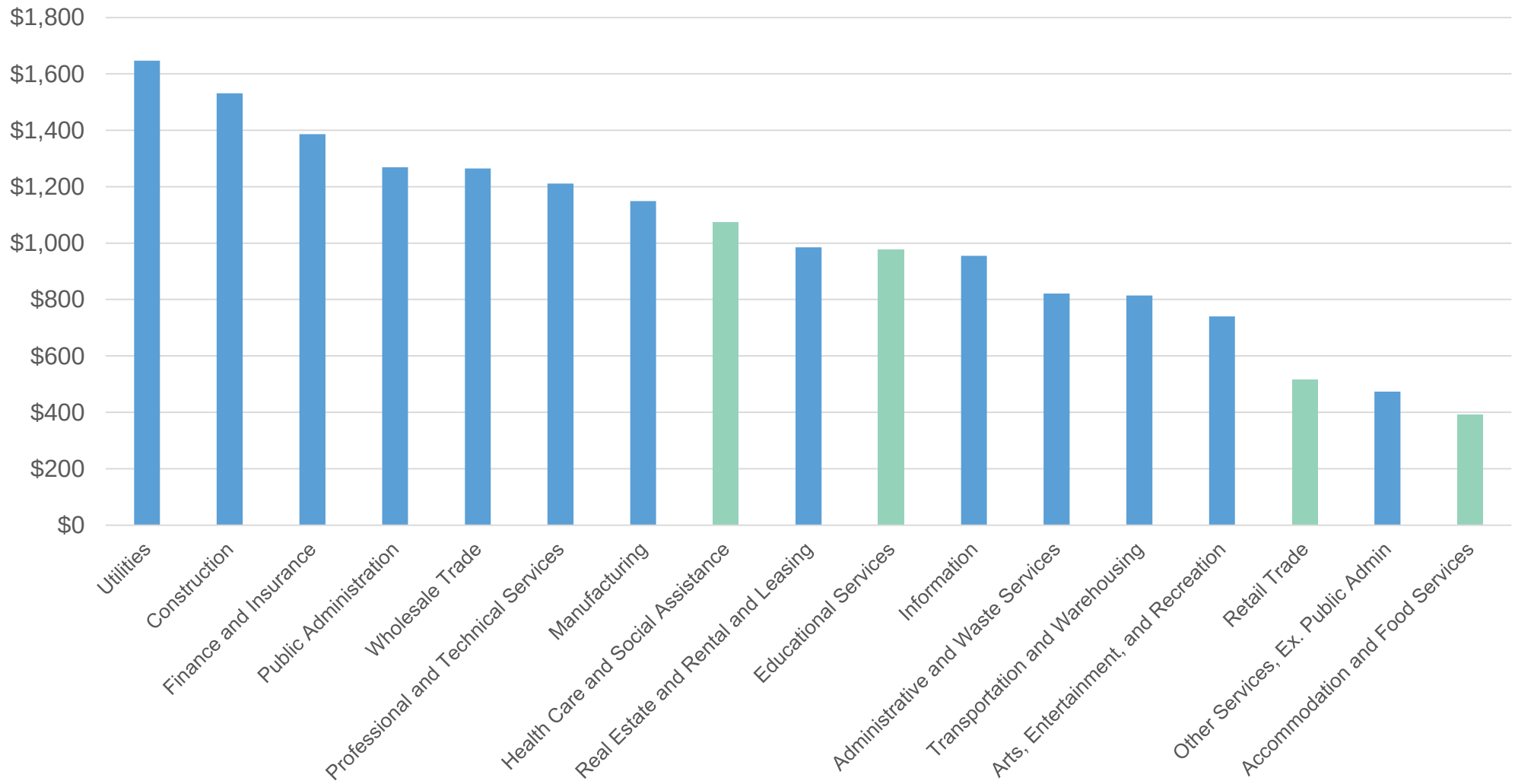
Source: Census Bureau, Longitudinal Employer-Household Dynamics

# Number of Employees in Salem by Sector



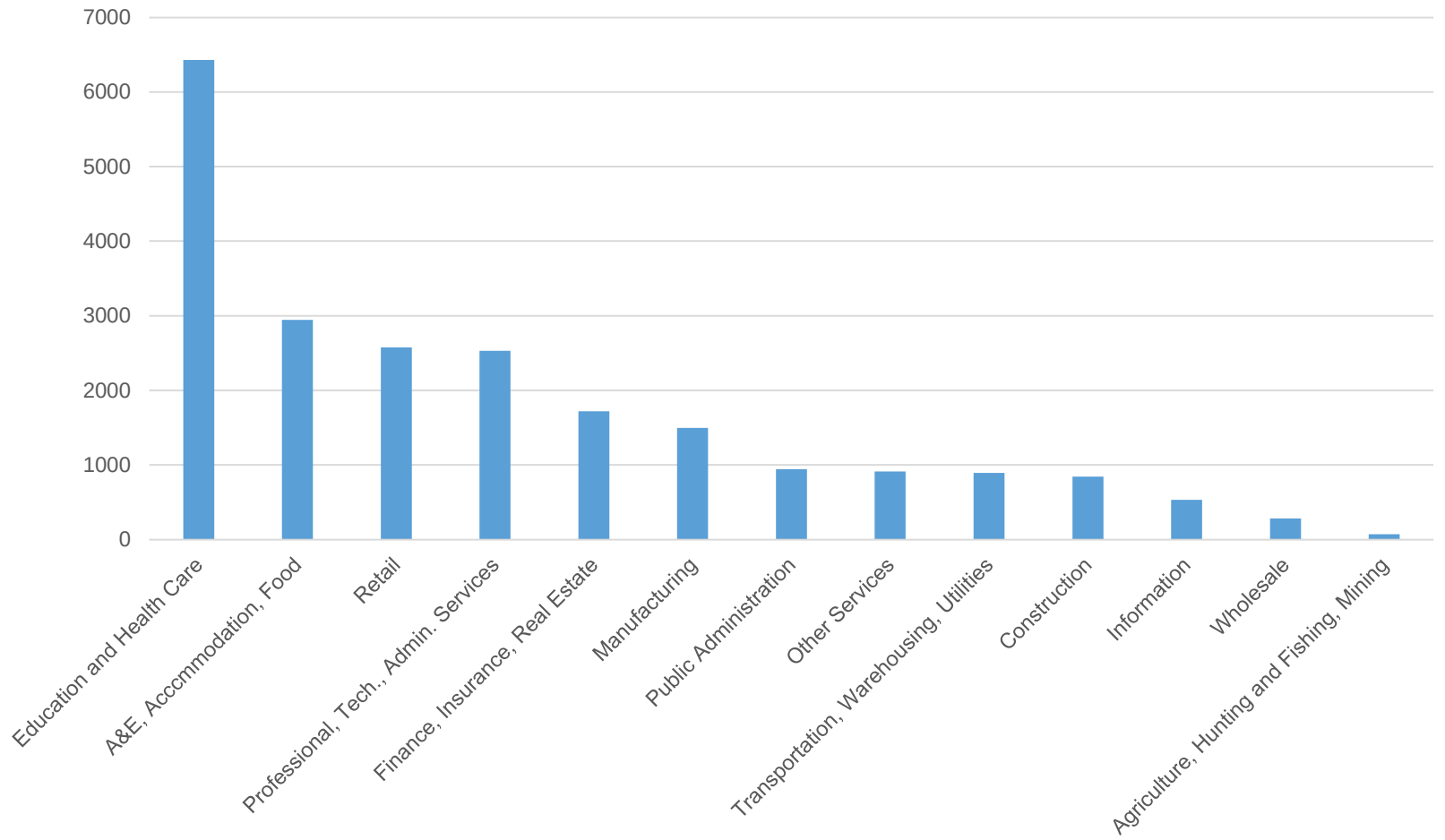

Source: Mass. Executive Office of Labor and Workforce Development

# Average weekly wages for employees in Salem by Sector




Source: Mass. Executive Office of Labor and Workforce Development

# Salem residents' employment by sector




Source: American Community Survey, 5-year estimates, 2010-2014. Note that these groupings of sectors are different than for Salem's employees, due to data constraints.

# Economic Development and Employment in Salem: Benchmarking

- Salem, MA
  - As of the 2010 census, there were 41,340 people (19,130 households). The population density was 4,986 people per square mile.
  - In 2015 is was estimated that 42,489 people lived in Salem.
  - **Downtown has an active retail and commercial core, a successful pedestrian mall, as well as being a popular tourist destination.**
  - Salem's waterfront is a significant part of its identity and a main amenity for the city.

Largest Employers

| | | |
|---|---|---|
| 1 | North Shore Medical Center | 3,250 |
| 2 | Commonwealth of MA | 2,684 |
| 3 | Salem State University | 1,450 |

- Portland, ME
  - As of the 2010 census, there were 66,194 people, 30,725 households with a population density of 3,106 inhabitants psm
  - **Like Salem, it maintains an active waterfront, and have evolved into a regional arts destination.**
  - Cultural attractions like food, recreation and the arts drive Portland's popularity

| | | |
|---|---|---|
| 1 | Maine Health | 8,000+ |
| 2 | UNUM Provident | 3,000+ |
| 3 | Mercy Hospital | 1,500+ |

# Economic Development and Employment in Salem: Benchmarking

- Charlottesville, VA
  - Population was 48,210 in 2015 (17,778 households) with a population density of 4,220 people per square mile.
  - **Downtown has an active retail and commercial core, a successful pedestrian mall, as well as being a popular tourist destination.**
  - The University of Virginia is the largest institutional presence; however, the City is not necessarily a “college town”.

Largest Employers

| | | |
|---|---|---|
| 1 | University of Virginia Medical Center | 1,000+ |
| 2 | City of Charlottesville | 1,000+ |
| 3 | UVA Health Services Foundation | 1,000+ |

- Portsmouth, NH
  - As of the 2010 census, the population was 21,233 (10,014 households), with a population density of 1,361.1 people psm.
  - It is a coastal town with an active port. The port has steadily declined over the years, but is still relevant.
  - **The Downtown is a thriving cultural destination with retail, commercial and historic destinations.**

| | | |
|---|---|---|
| 1 | Hospital Corporation of America | 1,079 |
| 2 | Liberty Mutual Insurance | 1,013 |
| 3 | National Passport Center | 736 |

# Economic Development and Employment in Salem: Takeaways

- The four industry sectors that are most represented in Salem provide low and middle incomes.
  - What implications does this have on equity and inclusivity?
  - How do housing, employment centers and transportation access relate?

**Question:**

- Are Salem's industries resilient to economic downturns?
- What are your concerns about employment opportunities in Salem?
- What sort of jobs would you like to see in Salem?

Source: MassGIS

# Transportation and Accessibility in Salem

Source: MassGIS

# Transportation: On-going Initiatives & Programs

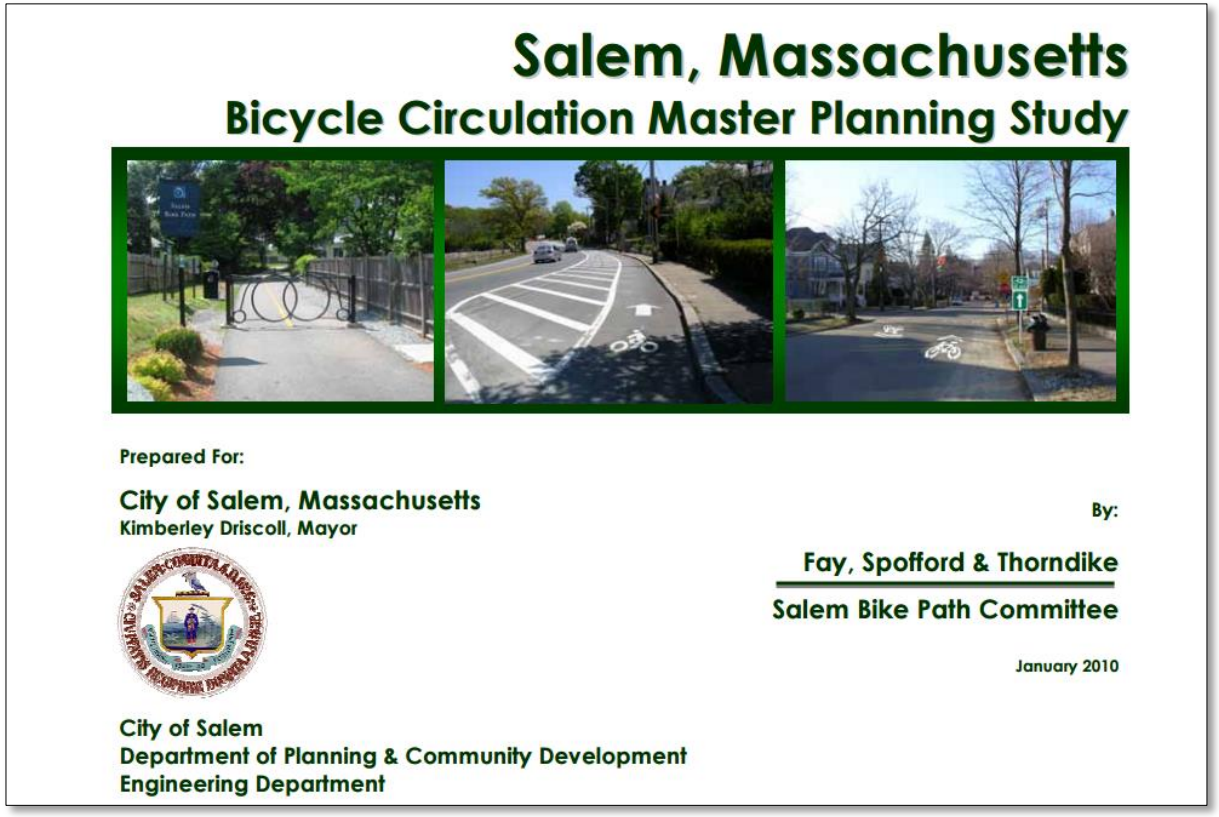
**Mass in Motion in Salem** – Works to increase opportunities for residents to eat better and move more in the places they live, learn, work, and play. MIM is working to implement Safe Routes to Schools and Parks, farmers market access, school garden initiatives, open space access, and creating a bike and pedestrian friendly community

**Complete Streets Policy –** A policy that values all modes of transportation. The purpose of the Complete Streets Policy is to accommodate all road users by creating a roadway network that meets the needs of individuals utilizing a variety of transportation modes.

- **Bicycle Advisory Committee** - Aims to make Salem a more-desirable urban environment by establishing safe and well planned on- and/or off-road bike routes for walking and cycling.

# Transportation: On-going Initiatives & Programs

- **Bicycle Circulation Master Plan** - Undertaken to realize the Salem Bike Path Committee's charge of establishing a broad vision for a better citywide cycling and walking environment.
- **South Salem Commuter Rail Study** On-going feasibility study for the potential of a South Salem MBTA Commuter Rail station to serve Salem State University and the Salem Hospital, as well as residents of South Salem.
- **107 Corridor Study** - This study will evaluate improvements to address existing issues and mitigate potential future impacts from new retail development along Route 107 from Boston Street in Salem to Chestnut Street in Lynn.

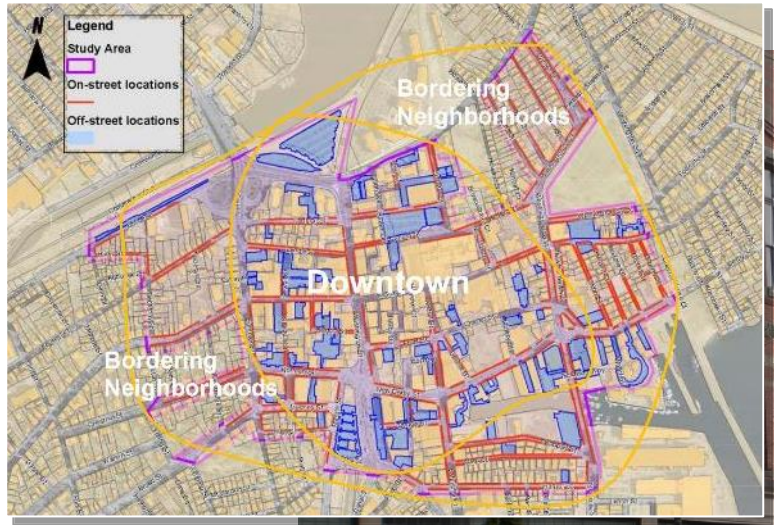


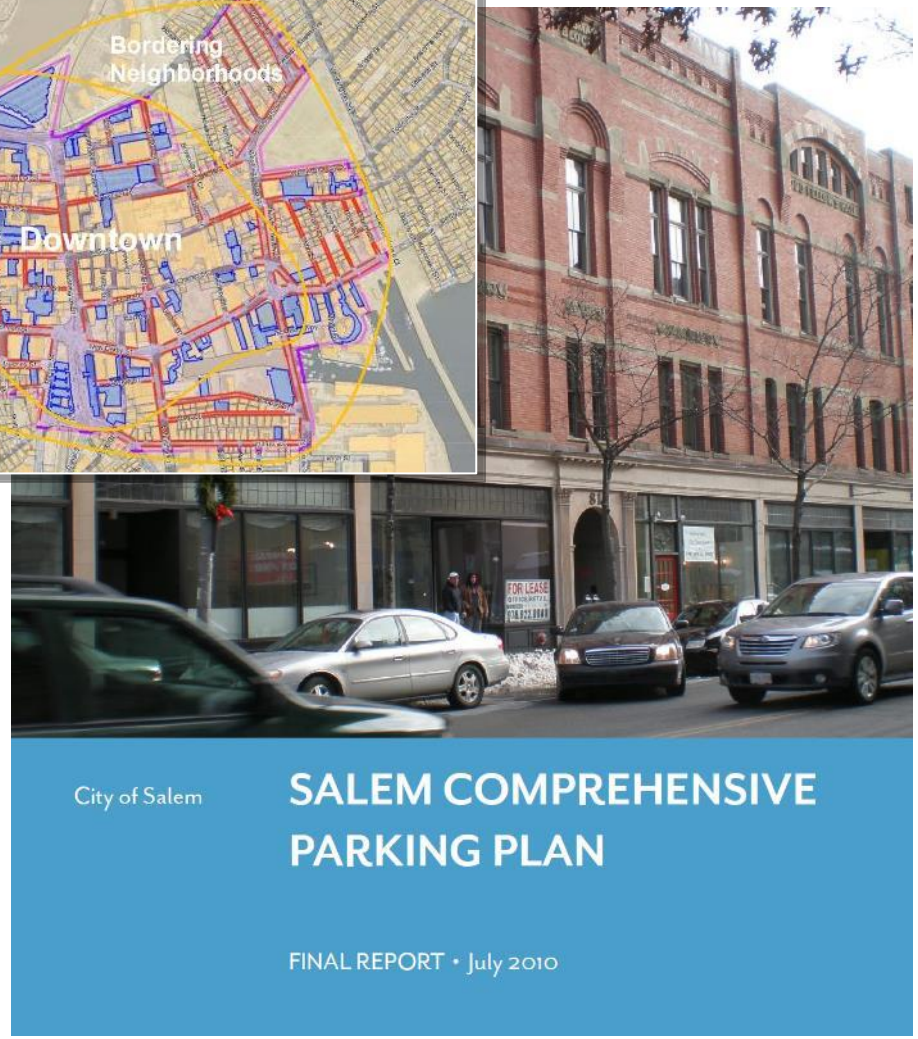
# Transportation: On-going Initiatives & Programs

**Salem Capital Improvement Program (CIP) and State Transportation Improvement Program (TIP) –** As part of the CIP, the City has a pavement management program and street, sidewalk, and bicycle improvements. The City uses the TIP for large corridor improvement projects (e.g., Bridge Street, Canal Street).

**Bicycle Share Program –** The Salem Spins bike check out program will be replaced in 2017 with a bike share program similar to Boston's Hubway.

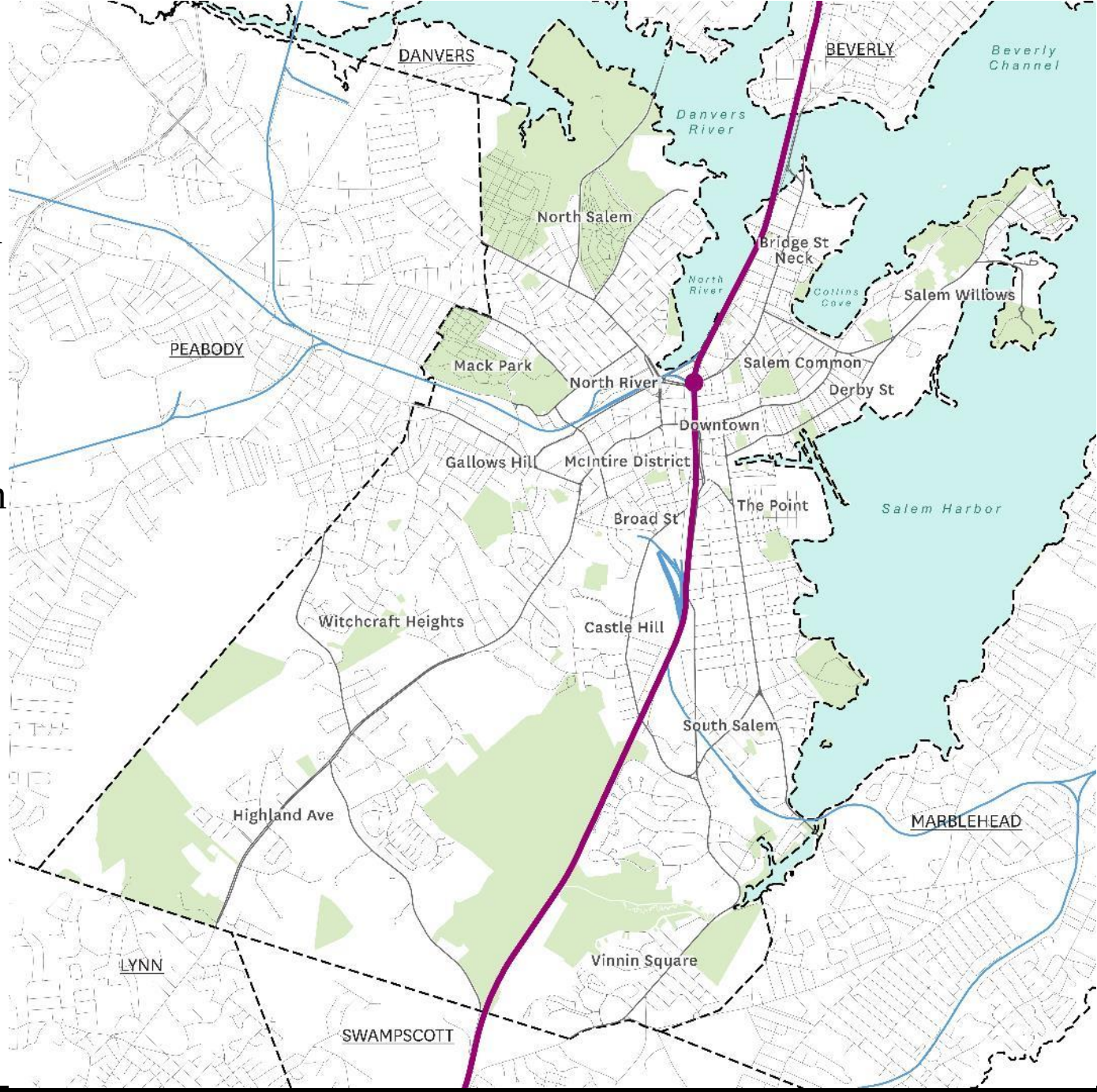
**Salem Comprehensive Parking Plan -** The 2010 Parking Plan took inventory of the state of parking downtown, identified problem areas and recommended solutions to address the complications with parking downtown



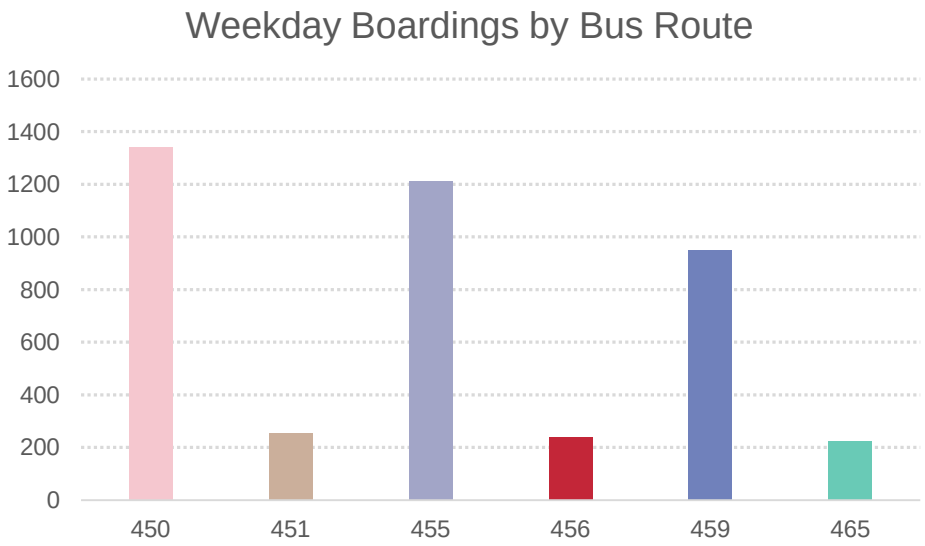
# Transit: Rail Service

- The commuter rail line bisects Salem. Additional freight rail lines  to Peabody and adjacent towns are no longer in service.
- The only regional rail station is located in the northern section of Downtown. There has been discussion of an additional station to serve Salem State and the medical complex.




Source: MassGIS

# Transit: Bus Connectivity

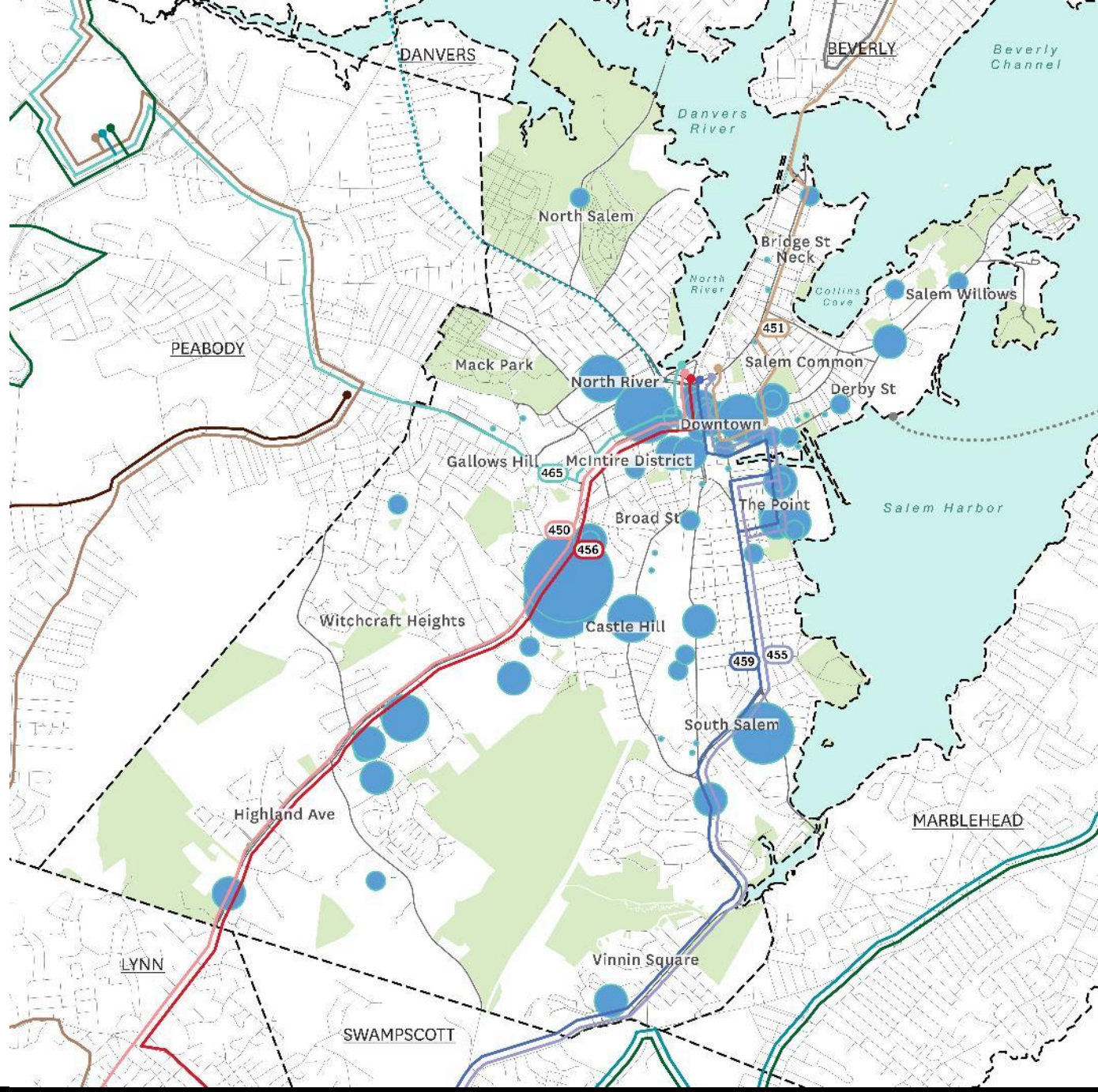



Boardings not limited to those in Salem.
Source: MBTA, 2010

Source: MBTA

# Transit: Bus Connectivity

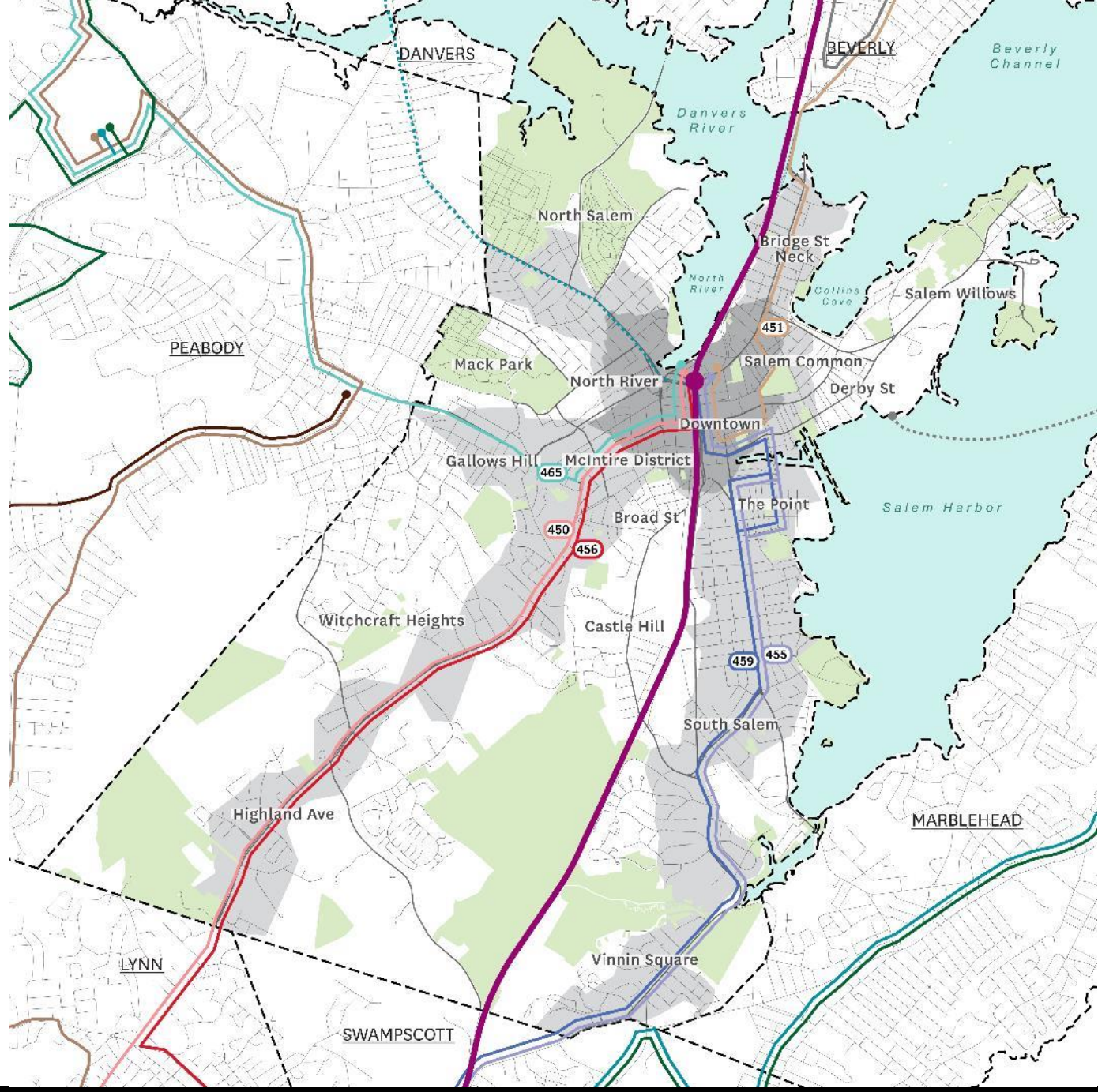
- Transportation routes connect Downtown, other job centers, and some residential neighborhoods.
- Some residential neighborhoods lack direct connectivity to jobs centers.




Source: MassGIS

# Transit Access and Equity

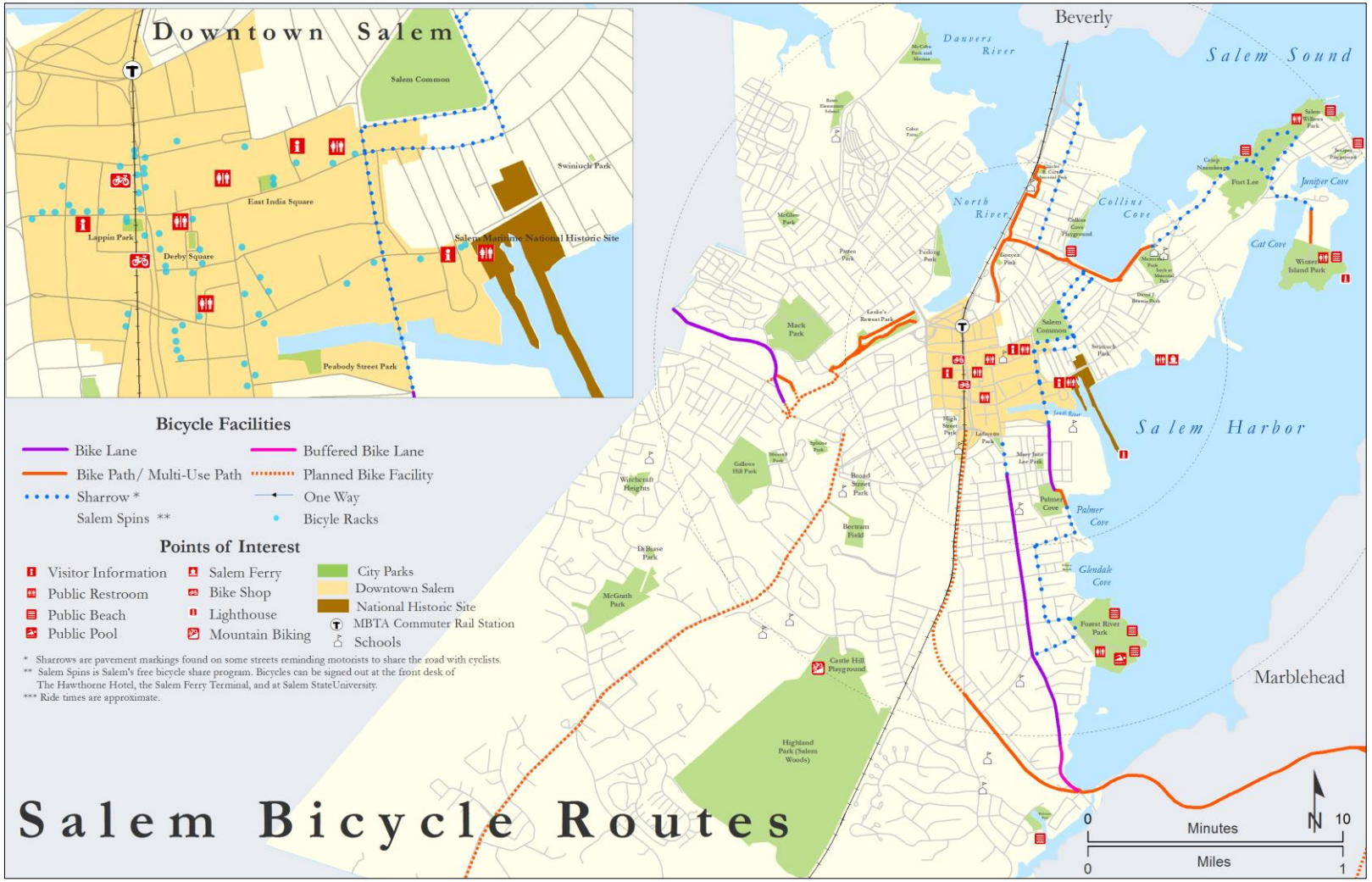
- The most dense neighborhoods in Salem are well-served by transit.
- Many parts of the city are not within a convenient walking-distance to transit stops, discouraging transit use in those areas.




Source: MassGIS, MBTA

# Bicycle Network

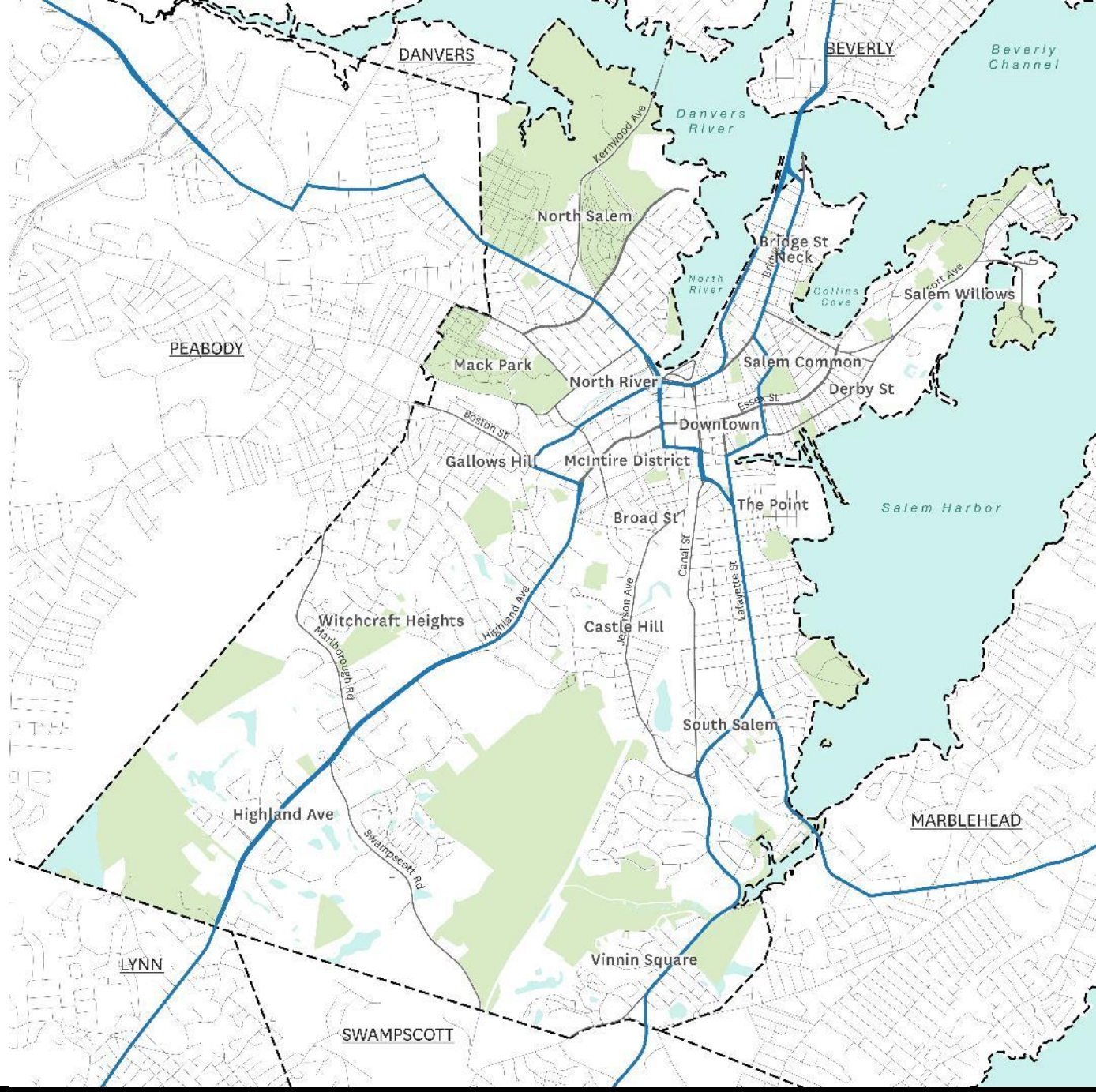
- Salem's existing bicycle network serves the densest parts of the city, as well as some less dense neighborhoods like Salem Willows.
- Complete streets policies can extend the network into neighborhoods not well served by transit.




Source: City of Salem

# Vehicular Movement & Traffic

- Key routes into/out of Salem to job centers in the region (map showing the key access points: Routes 114, 1A, 107 and relative traffic demand)



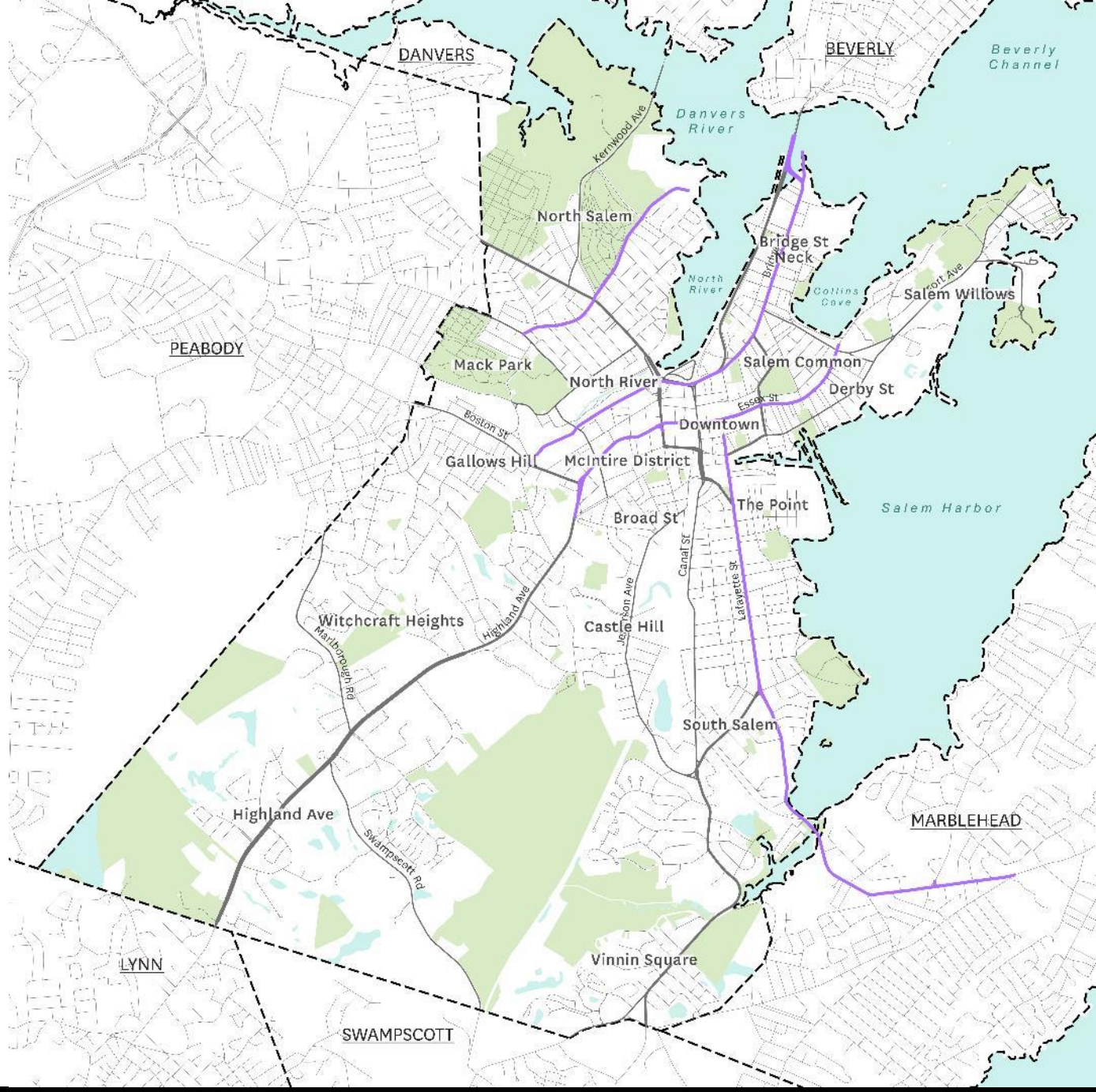

**Streets to study**

Key routes into / out of Salem

Source: MassGIS

# Vehicular Movement & Traffic

- Key in-city routes (map showing the streets that connect the neighborhoods to the downtown and the routes above: Bridge Street, School Street/Orne Street, Essex Street, Lafayette Street, etc.)
- Major rush hour pinch points - Locate on a map the most congested areas




Source: MassGIS

# Toward a multi-modal system

- Salem offers diverse transportation options, with especially strong transit options. However, transit frequency is often an issue.
- Much of the city has easy access to transit, and that transit is connected to job centers. Less dense areas do not benefit from this same access though.
- Salem doesn't need to rethink all of its transportation infrastructure, but can rather focus on "connecting the dots."
- Emphasis on walking and biking infrastructures and complete streets design help more people take advantage of Salem's sustainable transportation assets.

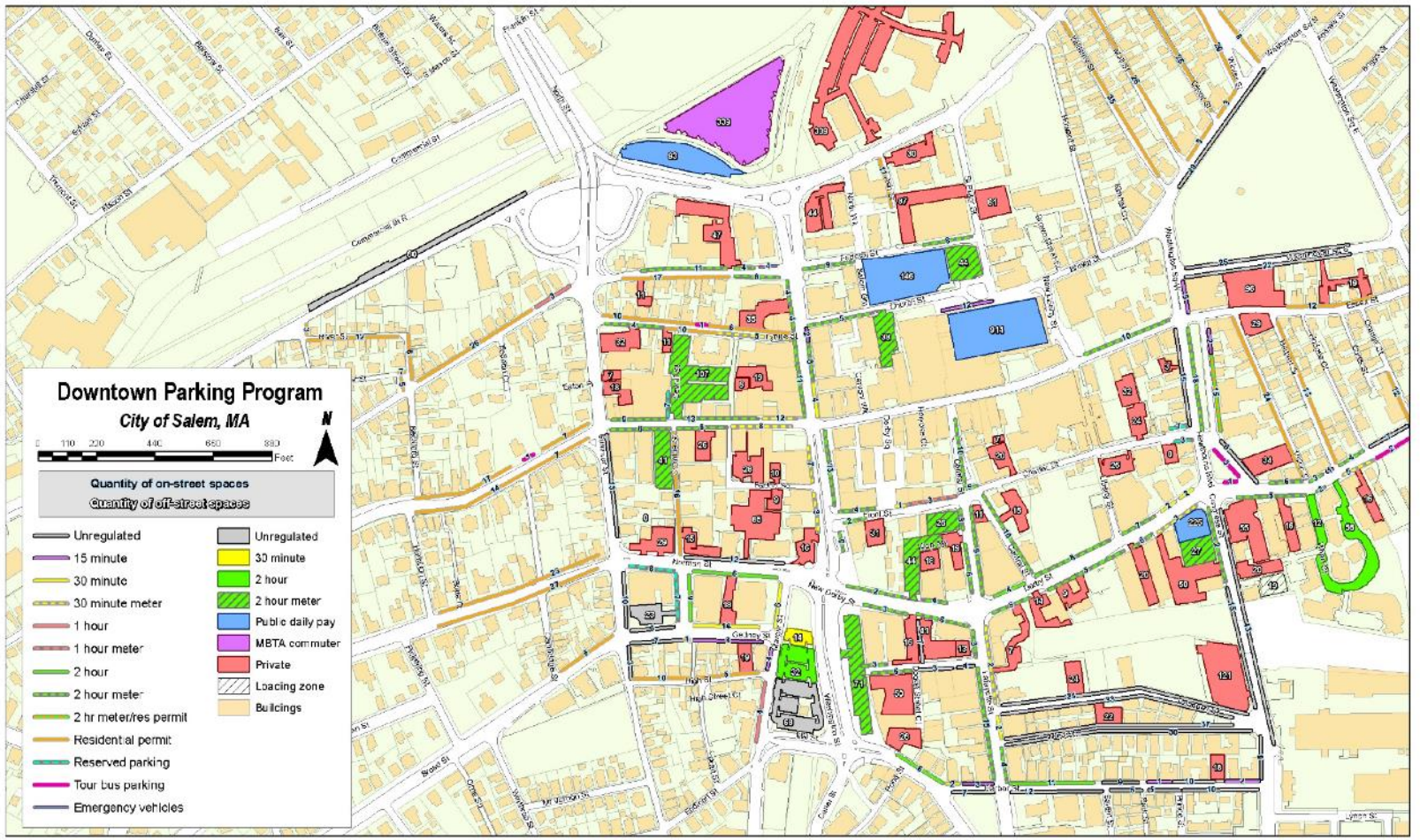
**Questions**:

- What do you see as Salem's transportation priorities?
- Should there be better services for seniors?
- What about shuttles to "connect the dots" where MBTA service is lacking?

# Parking

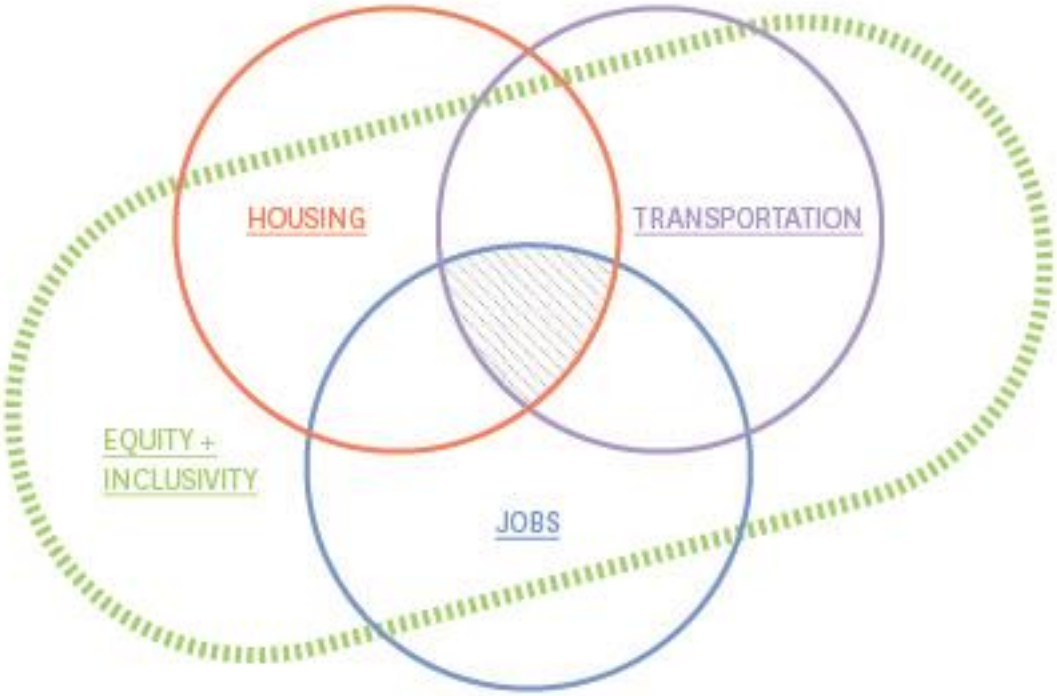
- Required parking ratios can often hinder additional economic development because of the cost of building parking. This is especially ture for residential uses.
- How can a change in the parking requirements help to spur new housing development?
- Should there be lower requirements where there is access to transit and walkable destinations?

16 Existing Parking Inventory



# Holistic approaches

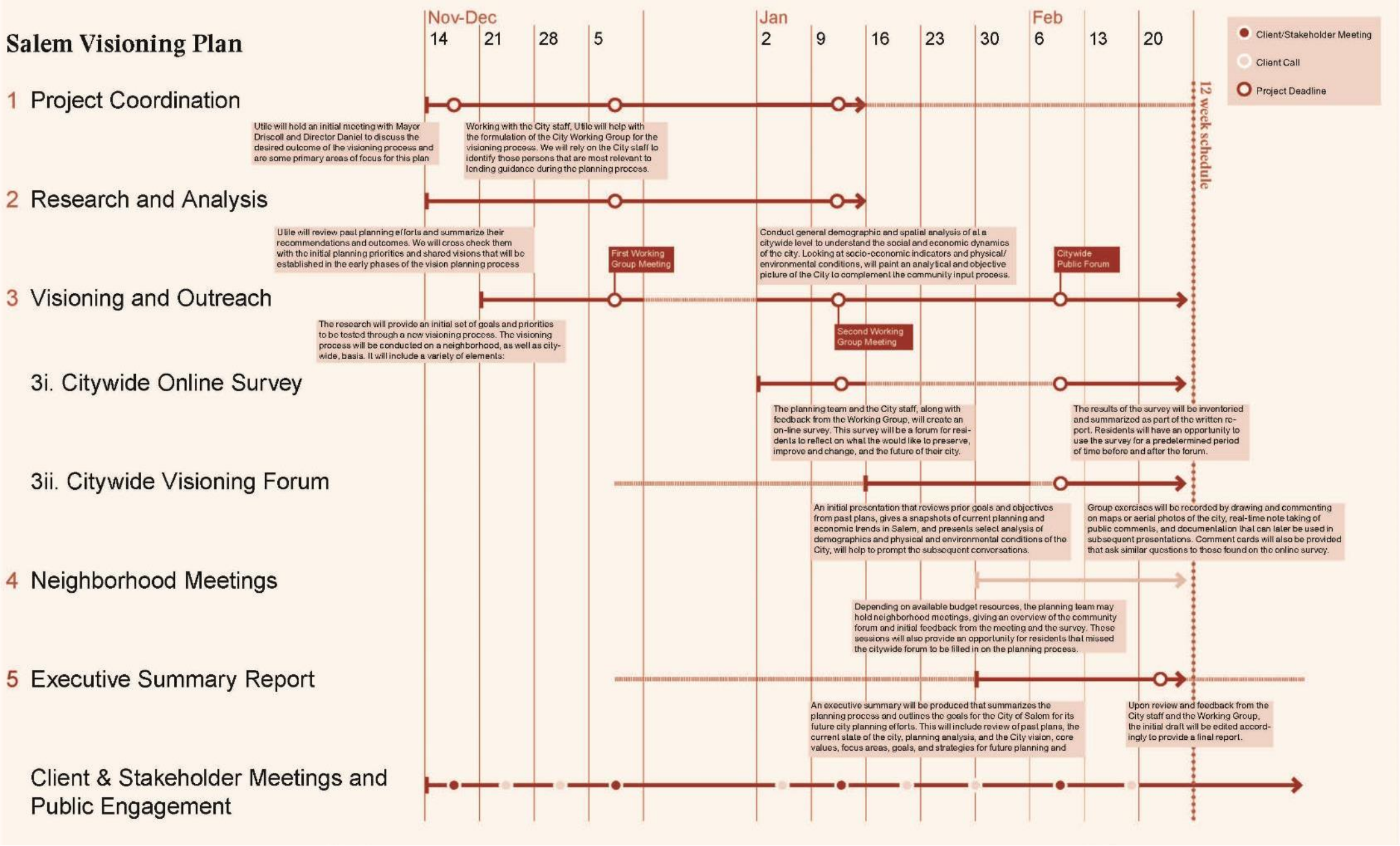
- This planning effort examines the interplay between housing, transportation, and employment.
- Each of these topics is read through the lenses of equity and inclusivity.



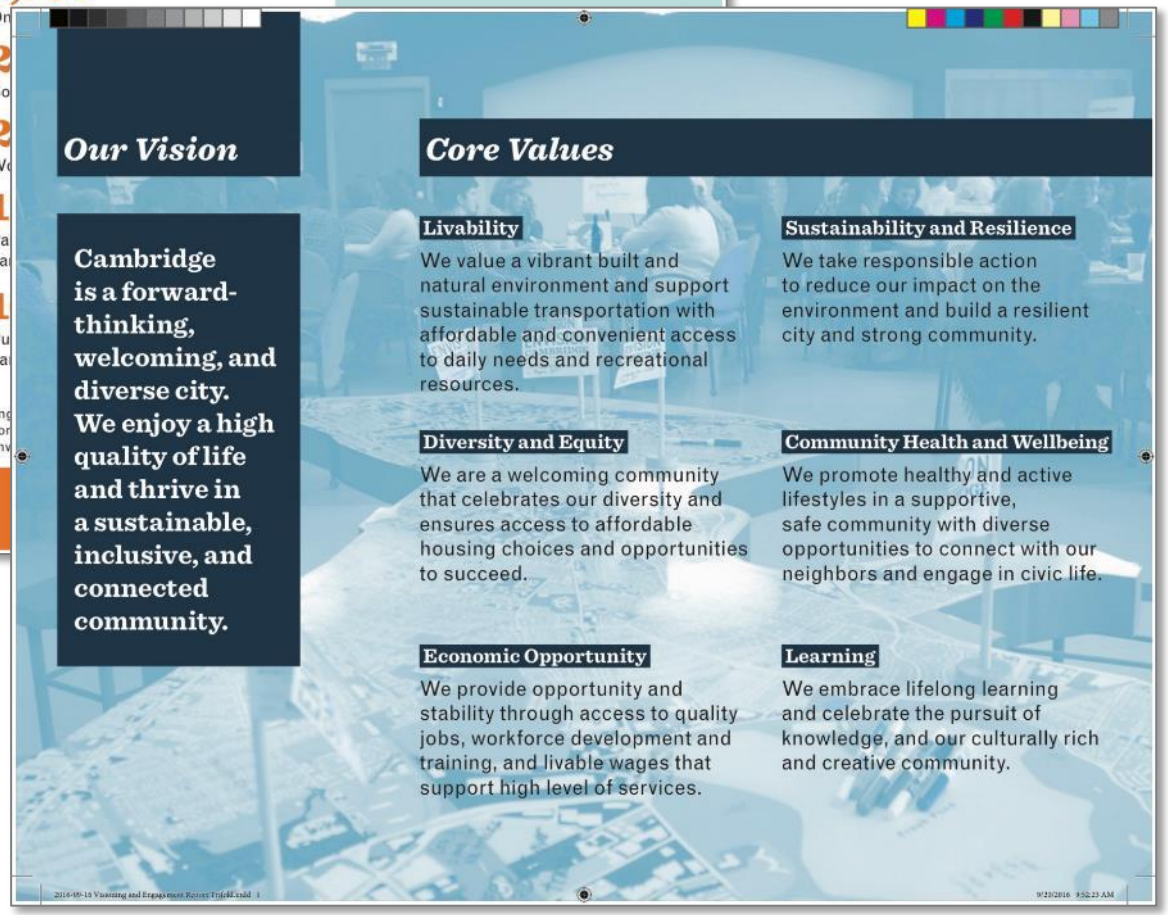

Source: MassGIS

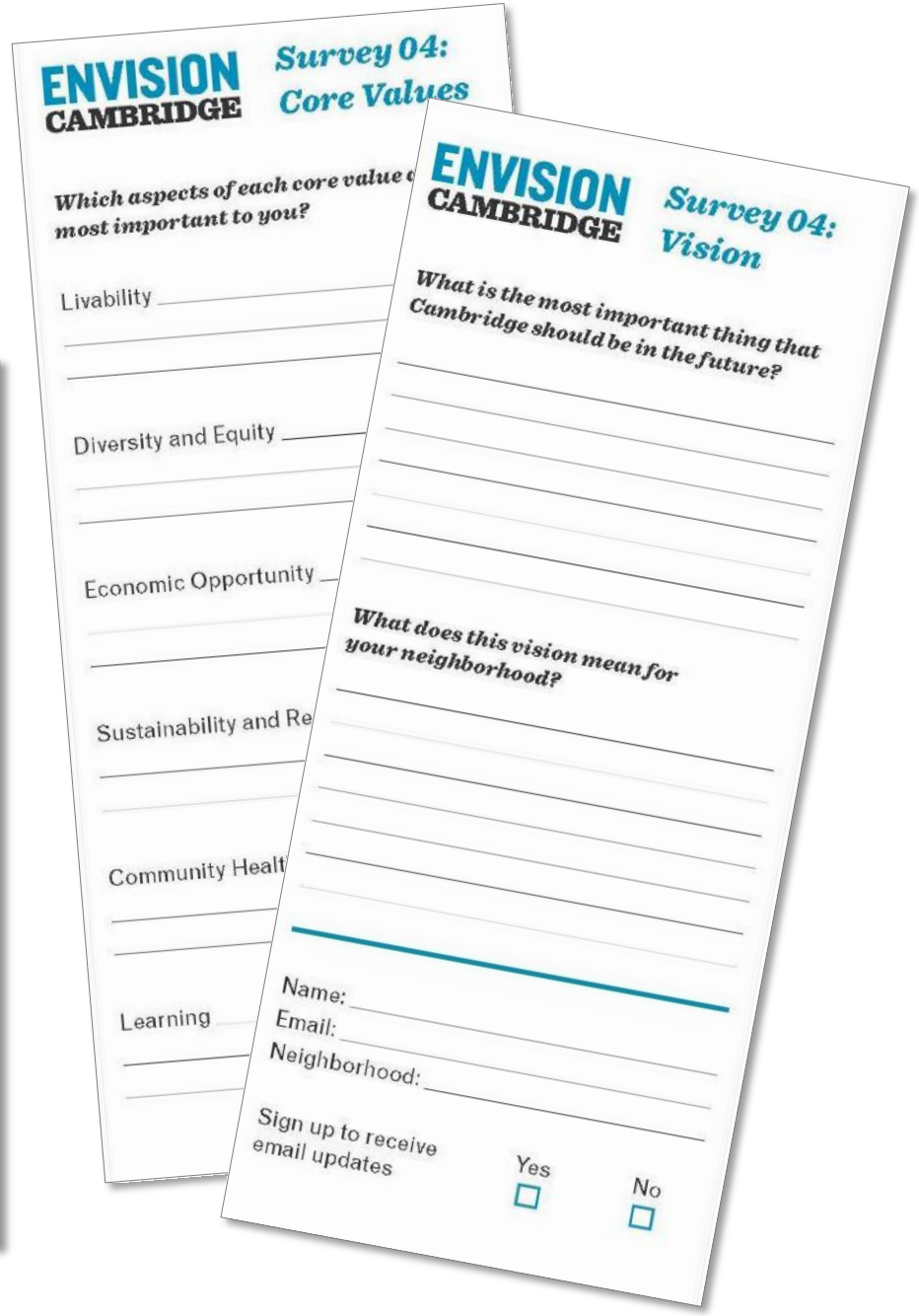
# Next Steps and Takeaways

- Establish priorities and guidance for the next stakeholder meeting
- Incorporate the goals and issues discussed today into the citywide forum
- Develop sample survey questions for review
- Provide different methods for surveys and collecting public opinion


Salem Visioning Plan
Nov-Dec
Jan
Feb
14
21
28
5
2
9
16
23
30
6
13
20
Client/Stakeholder Meeting
Client Call
Project Deadline
12 week schedule
1 Project Coordination
Utile will hold an initial meeting with Mayor Driscoll and Director Daniel to discuss the desired outcome of the visioning process and are some primary areas of focus for this plan
Working with the City staff, Utile will help with the formulation of the City Working Group for the visioning process. We will rely on the City staff to identify those persons that are most relevant to lending guidance during the planning process.
2 Research and Analysis
Utile will review past planning efforts and summarize their recommendations and outcomes. We will cross check them with the initial planning priorities and shared visions that will be established in the early phases of the vision planning process
First Working Group Meeting
Conduct general demographic and spatial analysis of at a citywide level to understand the social and economic dynamics of the city. Looking at socio-economic indicators and physical/ environmental conditions, will paint an analytical and objective picture of the City to complement the community input process.
Citywide Public Forum
3 Visioning and Outreach
The research will provide an initial set of goals and priorities to be tested through a new visioning process. The visioning process will be conducted on a neighborhood, as well as city-wide, basis. It will include a variety of elements:
Second Working Group Meeting
3i. Citywide Online Survey
The planning team and the City staff, along with feedback from the Working Group, will create an on-line survey. This survey will be a forum for residents to reflect on what the would like to preserve, improve and change, and the future of their city.
The results of the survey will be inventoried and summarized as part of the written report. Residents will have an opportunity to use the survey for a predetermined period of time before and after the forum.
3ii. Citywide Visioning Forum
An initial presentation that reviews prior goals and objectives from past plans, gives a snapshots of current planning and economic trends in Salem, and presents select analysis of demographics and physical and environmental conditions of the City, will help to prompt the subsequent conversations.
Group exercises will be recorded by drawing and commenting on maps or aerial photos of the city, real-time note taking of public comments, and documentation that can later be used in subsequent presentations. Comment cards will also be provided that ask similar questions to those found on the online survey.
4 Neighborhood Meetings
Depending on available budget resources, the planning team may hold neighborhood meetings, giving an overview of the community forum and initial feedback from the meeting and the survey. These sessions will also provide an opportunity for residents that missed the citywide forum to be filled in on the planning process.
5 Executive Summary Report
An executive summary will be produced that summarizes the planning process and outlines the goals for the City of Salem for its future city planning efforts. This will include review of past plans, the current state of the city, planning analysis, and the City vision, core values, focus areas, goals, and strategies for future planning and
Upon review and feedback from the City staff and the Working Group, the initial draft will be edited accordingly to provide a final report.
Client & Stakeholder Meetings and Public Engagement

The Plan
Envision Cambridge is a three-year public process to develop a comprehensive plan for a more livable, sustainable, and equitable city.
With input from the community, Envision Cambridge has developed a shared vision around six core values for the city's future.
Join the conversation at envision.cambridgema.gov
@CDDat344
facebook.com/CDDat344
Engagement by Numbers!
2,510
People reached with the mobile engagement station
1,706
ENVISION CAMBRIDGE


Our Vision
Cambridge is a forward-thinking, welcoming, and diverse city. We enjoy a high quality of life and thrive in a sustainable, inclusive, and connected community.
Core Values
Livability
We value a vibrant built and natural environment and support sustainable transportation with affordable and convenient access to daily needs and recreational resources.
Sustainability and Resilience
We take responsible action to reduce our impact on the environment and build a resilient city and strong community.
Diversity and Equity
We are a welcoming community that celebrates our diversity and ensures access to affordable housing choices and opportunities to succeed.
Community Health and Wellbeing
We promote healthy and active lifestyles in a supportive, safe community with diverse opportunities to connect with our neighbors and engage in civic life.
Economic Opportunity
We provide opportunity and stability through access to quality jobs, workforce development and training, and livable wages that support high level of services.
Learning
We embrace lifelong learning and celebrate the pursuit of knowledge, and our culturally rich and creative community.


ENVISION CAMBRIDGE
Survey 04: Core Values
Which aspects of each core value
most important to you?
Livability
Diversity and Equity
Economic Opportunity
Sustainability and Re
Community Healt
Learning
ENVISION CAMBRIDGE
Survey 04: Vision
What is the most important thing that Cambridge should be in the future?
What does this vision mean for your neighborhood?
Name:
Email:
Neighborhood:
Sign up to receive email updates
Yes
No

## Core Values

### Livability

We value a vibrant built and natural environment and support sustainable transportation with affordable and convenient access to daily needs and recreational resources.

What aspects of Livability are most important to you?

Your answer

### Diversity and Equity

We are a welcoming community that celebrates our diversity and ensures all people have access to affordable housing choices and opportunities to succeed.

What aspects of Diversity and Equity are most important to you?

Your answer

### Sustainability and Resilience

We take responsible action to reduce our impact on the environment and build a resilient city and strong community.

What aspects of Sustainability and Resilience are most important to you?

Your answer

# Envision Cambridge Survey 04: Our Vision and Core Values

## Vision Statement

Cambridge is a forward-thinking, welcoming, and diverse city. We enjoy a high quality of life and thrive in a sustainable, inclusive, and connected community.

What is the most important thing that you think Cambridge should be in the future?

Your answer

What does the vision statement mean for your neighborhood?

Your answer

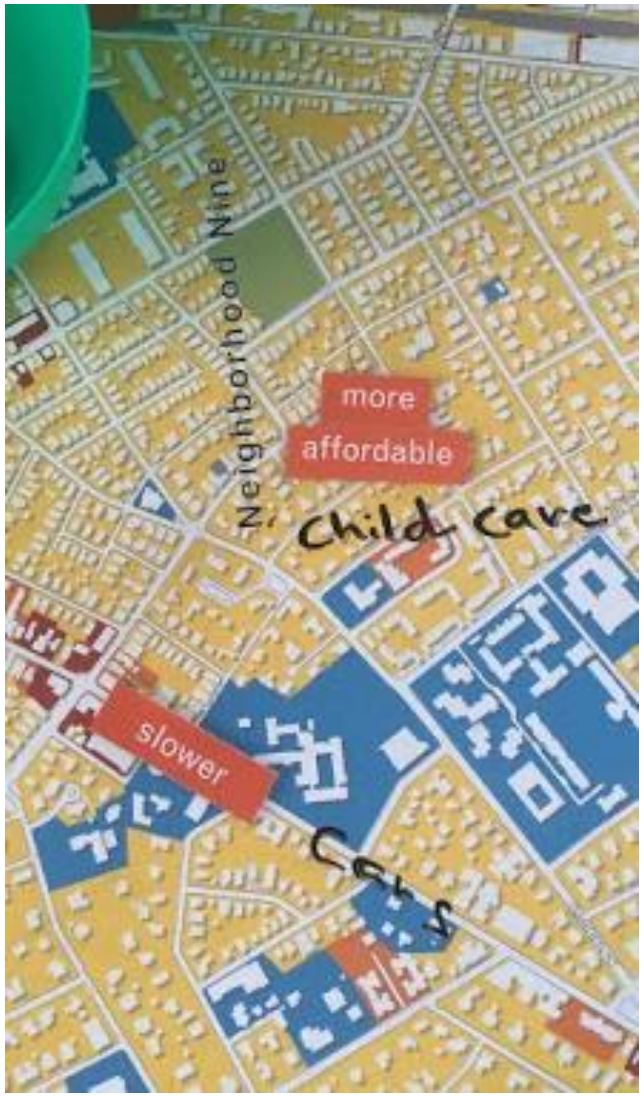
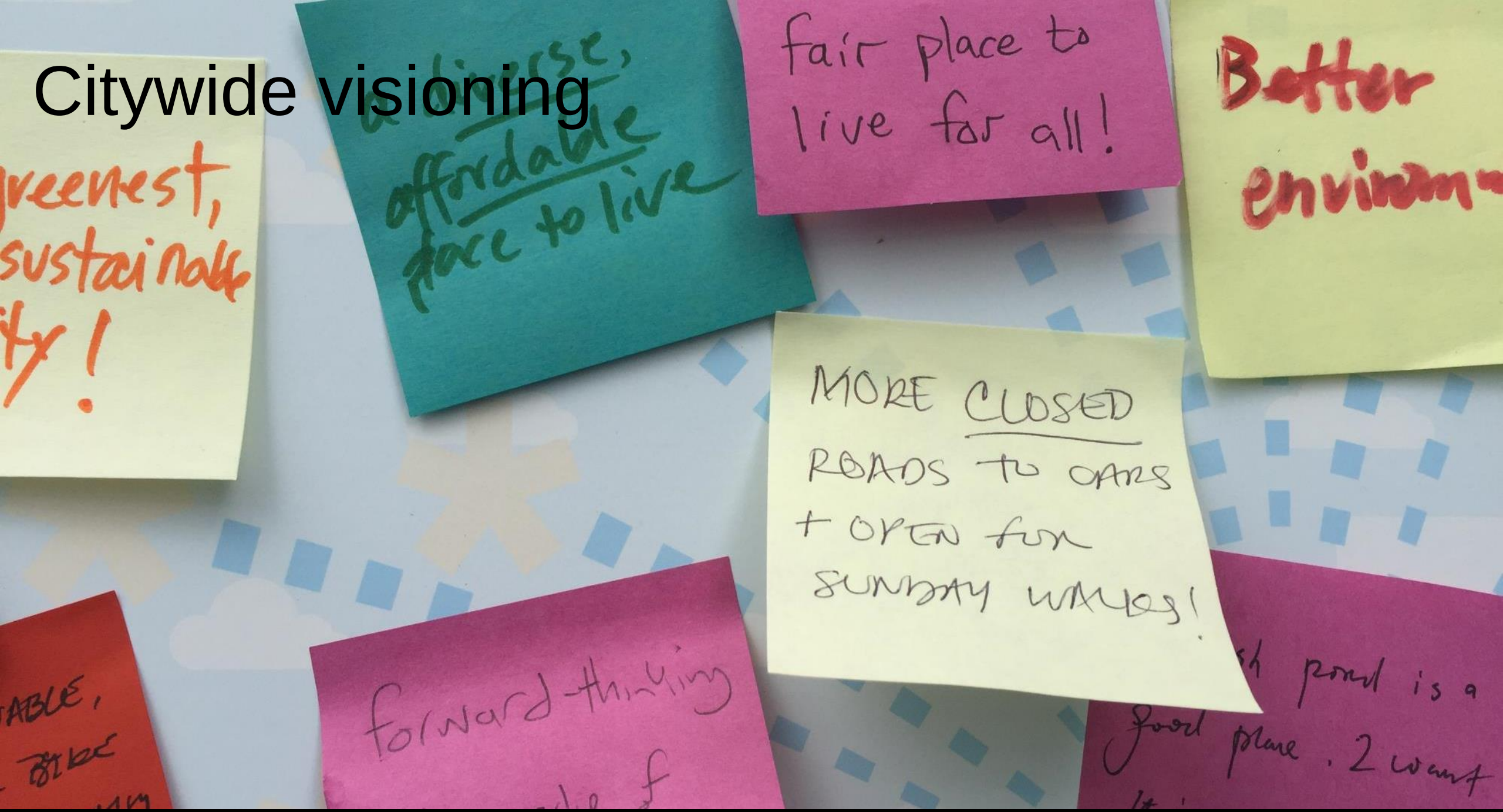
BACK NEXT Page 3 of 4

Never submit passwords through Google Forms.

# Street team and surveys

- Vision and Core Values brochure, survey
- Core Values post-it activity
- Placing Core Values on the map
- CET Focus Groups

# Mobile engagement station



# Citywide visioning