

# COMMUNITY REPORT







Street Painting, 2022.





# Table of Contents

Reporting on Priorities **3**

Our Community Impact, City Manager Keith Stahley **4**

Focusing on Results **5**

Strategic Priorities **7**

Responding to our sheltering crisis **10**

Planning for our future **16**

Engaging our community **20**

Sustaining infrastructure and services **24**

The 2021-26 Strategic Plan: Council's Policy Priorities **28**





Birds, Tom Hardy (Salem Public Library).

# Reporting on Priorities

## Salem's 2022 Work plan

Through its annual Policy Agenda, City Council makes its priorities for action clear to staff and the community, providing direction on aligning resources towards the Strategic Plan Policy areas through the City's budgeting process. Each fall, City Council develops a framework for its policy priorities and considers progress achieved on earlier priorities, community feedback from the Community Satisfaction Survey, and updates on major initiatives in an annual Community Report. Early in the new calendar year, City Council adopts its Policy Agenda.

On March 14, 2022, Council adopted its policy priorities for the 2022 Policy Agenda. For this year, Council Policy Agenda priorities are concentrated in four areas: (1) responding to our sheltering crisis; (2) planning for our future; (3) engaging our community; and (4) sustaining infrastructure and services.



Salem's new flag, preparing to fly in Peace Plaza – Brian McKinley.

## New City Flag

Salem's original 1972 flag was adopted the same year the Vern Miller Civic Center was completed, to usher in a new era of Salem civic pride. Salem's new flag, adopted by Salem's City Council in July 2022, is the result of a community contest. The design is said to symbolize the essence of the City of Salem through the star and Capitol at the center. The five broad lines converging at the star are meant to represent how decisions made in Salem flow out of the City throughout Oregon.



# Introduction



Keith Stahley  
City of Salem Manager

As we release this progress report on City Council and community priorities for 2022, I am thrilled to be joining this community and beginning my tenure as Salem's City Manager. I look forward to being a part of making this organization and community a bit better every single day. Together, with your help and that of our partners, we can make a meaningful difference in the lives of all our community members.

Through the City Council, you've defined our four key priority areas for our focus: (1) responding to homelessness; (2) planning for our future; (3) engaging our community; and (4) sustaining infrastructure and services. Several major initiatives begun in recent years will have lasting impacts on our community. Much of the work will continue in 2023 and beyond. We continue to improve bicycle and pedestrian safety through streets and sidewalks, bikeways, and off-street trails. We continue to engage with the community on action to reduce our emissions and impact on the climate, and mitigate the impacts of severe weather locally, and on a shared vision for growth and development, aligning our transportation systems, parks, natural areas, housing, and economy to that vision. While we've made progress toward changing and improving lives for those in the community without suitable shelter, there is more work to do. I am proud to be working for an organization that so clearly values equity, diversity, and inclusiveness.

Three keys to success will be instrumental in my approach to the work we do together. These are: (1) delivering great customer service; (2) building and maintaining trusting respect-based relationships with customers, community members and co-workers; and (3) being technically competent.

We remain grateful for the opportunity to serve our community with support from all of you, our volunteers, and our partners. We will deliver results to our community and be held accountable for our actions.

## 2022 Mayor and City Council



Chuck Bennet  
Mayor



Virginia Stapleton  
WARD 1



Linda Nishioka  
WARD 2



Trevor Phillips  
WARD 3



Jackie Leung  
WARD 4



Jose Gonzalez  
WARD 5



Chris Hoy  
WARD 6



Vanessa Nordyke  
WARD 7



Micki Varney  
WARD 8

# Focusing on Results

## Safe and Healthy Community



Provide emergency services while proactively addressing the impact of crime, fire, natural disasters, and health emergencies to residents, visitors, businesses, and property.

## Welcome and Livable Community



Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents featuring access to parks, recreation, historic and cultural resources, and the arts.

## Strong and Diverse Economy



A diverse economic base, robust job growth, business retention and recruitment, and a thriving, resilient downtown.

## Safe, Reliable, and Efficient Infrastructure



An integrated municipal asset system of streets, bridges, bike paths, and sidewalks, civic buildings, parks, technology, and utility infrastructure.

## Natural Environment Stewardship



Protect natural resources including all waterways, tree canopy, and our natural ecosystem and reduce the impact from the built environment and City operations on both the environment and all residents.

## Good Governance



Manage the enterprise to be fiscally sustainable, provide quality services equitably across our community, proactively engage all residents, be forward thinking, and build capacity and partnerships to prepare for the future.

## Funding by Result Areas

Result areas are derived from the vision, mission, and values in the 2021-26 Strategic Plan and provide the framework for the presentation of the budget. Our fiscal year budgets begin July 1 and end on June 30 of the following year.



### Safe and Healthy Community

**\$136,567,260**



### Welcoming and Livable Community

**\$59,593,400**



### Strong and Diverse Economy

**\$13,083,750**



### Safe, Reliable, and Efficient Infrastructure

**\$155,272,020**



### Natural Environment Stewardship

**\$21,809,870**



### Good Governance

**\$124,085,100**

The larger programs in Good Governance are self insurance, employee benefits, and the Equipment Replacement Reserve — where we track funds used to insure the City and its properties, and where we designate funding to replace critical equipment to continue providing services to our community.





Good Cents sculpture by Lillian Pitt and Mikkel and Saralyn Hilde.





# Strategic Priorities

**The 2022 City Council Policy Agenda priorities are concentrated in four areas:**

- 1: Responding to our sheltering crisis;
- 2: Planning for our future;
- 3: Engaging our community; and
- 4: Sustaining infrastructure and services.

Most activities are underway and several major initiatives have recently been completed including Our Salem and the launch of the City's new website. More detailed and specific reports on key initiatives were delivered to City Council in September 2022, including Climate Action Plan implementation, policy options to lower traffic speeds on neighborhood streets, and on work to put equity in action through the diversity, equity, and inclusion initiative.

Since the City Council formed its priorities for 2022, several other policy issues have been raised and are included in this report. At a July 28 Work Session, the Council discussed the possibility of commercial air service and possible changes to solid waste policy.

**This report covers 2022 Policy Agenda priorities and notes the City's primary role(s) for each activity:**

- DOER: The City's primary role is to execute the activity.
- PARTNER: The City's primary role is to partner with external parties and/or provide funding to support the activity.
- CONVENER: The City's primary role is to bring together external parties to advance the activity via collaboration.



## Priority 1: Responding to our sheltering crisis

### Managing Homelessness

- A. Respond to community complaints for clean up at scattered unmanaged tent, car, and RV camping sites, and clean up accumulated trash.** Work with area non-profits and new staff team to coordinate clean ups.

*Doer/Partner/Convener*

- B. Complete construction and open Navigation Center.** Secure funding to cover gap, construct, and open Navigation Center.

*Doer/Partner/Convener*

- C. Site and operate micro-shelter village communities.** Continue to identify properties for future use as micro-shelter community villages.

*Doer/Partner/Convener*

- D. Continue to develop local partnership and funding support for sobering center.** Provide a safe, clean, and supervised environment for acutely intoxicated individuals to become sober and eligible for further treatment.

*Partner*

- E. Continue to develop local partnership and funding support for mobile crisis response.** Identify partner to provide mobile crisis response (low acuity basic health triage paired with trauma-informed behavioral health care) in the field.

*Partner*

## Ending Homelessness

- F. Transition more households into supportive housing.** Through HRAP and with Legislative funding to assist households and families in transitional housing until systems recuperate from effects of COVID Pandemic.

*Doer*

- G. Build more permanent supportive housing.** Complete construction of Salem Housing Authority's Sequoia Crossings (60 units) and Yaquina Hall (52 units) properties. Continue to offer incentives for affordable housing through tax exemptions and Urban Renewal grants.

*Doer/Partner/Convener*

- H. Support regional efforts: Mid-Willamette Valley Homeless Alliance.** Invest in Mid-Willamette Valley Homeless Alliance to develop regional capacity for those who are un-housed.

*Partner*

## Priority 2: Planning for our future

- A. Complete adoption of Our Salem mid-2022.** Completion of the Our Salem adoption process is underway.

*Doer*

- B. Fund Transportation System Plan update.** Begin follow on work to Our Salem. The Transportation Systems Plan is a major undertaking and includes substantive community outreach. Funding for this work is expected from Transportation System Development Charges.

*Doer/Convener*



**Lowering Traffic Speeds on Neighborhood Streets.**

The *Neighborhood Traffic Management Plan* is being updated to change requirements for speed hump installations, include a Twenty-is-Plenty program, and incorporate neighborhood stop plans.

**C. Launch riparian inventory for natural resources.**

Beginning in Q4 of 2022, we will initiate a riparian inventory (also follow on work from Our Salem). As the majority of this work is creek-related, funding is anticipated in the FY23 Budget from the Utility Fund.

*Doer*

**D. Further Climate Action Plan.** Support briefings of Council Committee to prioritize actions in Climate Action Plan.

*Doer/Partner/Convener*

**Solid Waste Policy.** Strategies to reduce greenhouse gas emissions from the collection, transportation, and disposal of solid waste are considered within the Climate Action Plan. Examples include garbage service based on “pay-as-you-throw”, “zero-waste” concepts, and equitable customer rates. Senate Bill 582, known as the Recycling Modernization Act, became effective January 1, 2022. As a result, beginning in July 2025, recycling program changes will have a direct impact on recycling and recovery practices across the State.

**B. Share performance measures and metrics.** Launch a new web-based budgeting and performance measure resource to gauge how the City is doing on Council and community priorities.

*Doer*

**C. Finish plans and start construction of Customer Service Center.** Improve the customer service experience at City Hall.

*Doer*

**D. Expand neighbor to neighbor communications.** Build communication strategies with Neighborhood Association Boards to expand engagement and recruit additional members.

*Doer*

## Priority 4: Sustaining infrastructure and services

**A. Pursue Community Improvement Bond.** Pursue \$300 million Community Improvement Bond in November 2022.

*Doer/Convener*

**B. Explore opportunities to lower expenses.** Continue to evaluate shifting services to non-profits or private-sector service providers.

*Doer*

**C. Explore opportunities to increase revenue.** Revisit 2019 Task Force revenue options to help stabilize the budget in FY24.

*Doer/Convener*

## Priority 3: Engaging our community

**A. Launch new City of Salem website.** Update the City website to improve accessibility, search and site navigation, and the overall customer and user experience.

*Doer*





## SUPPORTS



Welcoming and  
Livable Community



Safe and Healthy  
Community

### Strategic Priority 1

# Responding to our sheltering crisis

The Salem City Council recognizes homelessness as a critical problem in our community.

This issue is the most important issue to the majority of our residents. With the support of partners and other agencies, efforts are underway to help prevent homelessness, manage homelessness, and end homelessness.

In Salem, our City Council has allocated \$23.33 million in one-time resources during FY 22 and FY 23 to expand sheltering options and manage health, safety, and livability concerns in our community. The one-time resources include almost one-third of Salem's ARPA allocation, and State sheltering resources received in recent Legislative Sessions.

## Managing Homelessness

- A. Respond to community complaints for clean up at scattered unmanaged tent, car, and RV camping sites, and clean up accumulated trash.** Work with area non-profits and new staff team to coordinate clean ups.

*Doer/Partner/Convener*

In response to community complaints of accumulated trash, and abandoned tents or recreational vehicles, staff work directly and coordinate regularly with area non-profits and Salem Housing Authority navigators to connect those living unsheltered in our community to services and housing options.

A new seven-member, City-led cross-functional team – the SOS Team (see sidebar) - leads our coordinated resources and support, with attention to mitigating public health concerns, to those living unsheltered in our community.

We continue reporting our weekly status on sheltering activities and efforts to remove accumulated trash from public property. Thank you to community members who have reported public health concerns, or concerns about a concentration of tent or vehicle camping in a park or environmentally sensitive wetland or riparian area, near a street or on a sidewalk, or at a private property. These reports are critical to our coordinated efforts and quick response.

### **B. Complete construction and open Navigation Center.**

Secure funding to cover gap, construct, and open Navigation Center.

*Doer/Partner/Convener*

Salem's navigation center will open in winter 2022 as a low barrier shelter, 24 hours a day, seven days a week, with intensive case management to connect people to health services and permanent housing. As part of the construction project, funded with help from Marion County, Be the City is adding bathrooms, showers, a commercial kitchen, separating day and sleeping spaces, configuring the behavioral health offices, and adding life safety systems such as sprinklers. While under construction this past winter, the navigation center was opened for temperature-activated warming network.

Operations at the Navigation Center is contracted to the Mid-Willamette Valley Community Action Agency. A two-year operating grant from Oregon Legislature will keep the navigation center open. With our partners, including Marion County, we are continuing conversations regarding provision of the behavioral health services at the center.

### **C. Site and operate micro-shelter village communities.**

Continue to identify properties for future use as micro-shelter community villages.

*Doer/Partner/Convener*

The City allocated \$8.1 million of American Rescue Plan Act funds and funding for sheltering from the Oregon Legislature to expand alternative shelter options, adding new emergency or temporary shelter beds, safe park spaces, and micro-shelter villages. City Council received an update on City-funded sheltering

work in September 2022. Regionally, making use of other one-time funding, other shelter spaces and offerings include:

- Arches Inn, serving wildfire victims and people experiencing homelessness
- Catholic Community Services Church @ the Park Micro-shelter village, serving families
- Center for Hope and Safety Mosaic hotel, serving survivors and victims of domestic violence
- Front St. Church @ the Park Safe Park program (recently approved)
- SafeSleep United, United Way of the Mid-Willamette Valley, expanded women's shelter
- Safe Park program, Church @ the Park, numerous overnight sites
- Union Gospel Mission, expanded men's shelter
- Village of Hope Church @ the Park, micro-shelter villages, serving adults

### **D. Continue to develop local partnership and funding support for sobering center.** Provide a safe, clean, and supervised environment for acutely intoxicated individuals to become sober and eligible for further treatment.

*Partner*

In late 2021, the City, Polk and Marion Counties, Pacific Source, Salem Health, and Kaiser Permanente restarted the effort to open a sobering center in Salem. The group confirmed the sobering center remains a priority and continues to seek a financially sustainable operations model that will provide a safe place to become sober in our community, operating 24 hours a day, seven days a week. Through its legislative work, the City continues to work to advance the City Council's priorities of securing funding and additional support for our sheltering crisis, and additional support to local governments for additional mental health, sobering, addiction, and recovery services for those experiencing homelessness.



## Responding to our sheltering crisis

*Managing Homelessness continued.*

- E. Continue to develop local partnership and funding support for mobile crisis response.** Identify partners to provide mobile crisis response (low acuity basic health triage paired with trauma-informed behavioral health care) in the field.

### *Partner*

In September 2022, City Council received an update on the City's request for information (RFI) from service providers with experience in development and implementation of a community-based mobile crisis response. Following best practice research, which culminated in a report to Council in March 2022, a mobile crisis response is typically a triage response to an incident or a person exhibiting signs of physical, mental, or emotional distress out of doors. The goal is to safely respond to a person in need in outdoor environments like a sidewalk, camp, or other public space.

In other communities, a team of at least two staff responds to calls for help. Teams are comprised of a mental health professional (qualified mental health professional or a social worker) paired with a basic medical professional (emergency medical technician (EMT), community medic, or a registered nurse). The community-based mobile crisis response service provides an immediate response in the field to people in need of low acuity basic health triage paired with trauma-informed behavioral health care. These teams treat the immediate crisis and pass on resources or referrals in certain situations and locations. Most programs will not enter a private residence, nor respond to incidents involving weapons or threats of violence

Next, staff are returning to City Council with funding options for this service in Salem.

## 52 Affordable Housing Unit Yaquina Hall Breaks Ground.

The Salem Housing Authority leads the effort to convert Yaquina Hall, the former nurse's quarters on the north campus of the State Hospital to a 52-unit apartment affordable housing community. In 2022, the project broke ground. When complete, Yaquina Hall will provide housing for those experiencing homelessness, as well as those with serious and persistent mental illness. Of the 52 units, 21 will be permanent supportive housing with intensive case management. The remaining 32 units will be reserved for people on the Salem Housing Authority list. Cost to complete the project is \$18.6 million.



## Salem Outreach and Livability Services (SOS) Team.

Launched in August 2022, the SOS Response Team responds to public health and safety concerns in areas of concern by being active in the community. The seven-person team provides referrals, responds to criminal complaints, collects garbage, and removes waste. Sanitation and hygiene efforts in public areas are vital to ensuring the health and livability of our outdoor spaces.

## Ending Homelessness

### **F. Transition more households into supportive housing.**

Through the Housing Rental Assistance Program (HRAP) and with Legislative funding to assist households and families in transitional housing until systems recuperate from effects of COVID Pandemic.

*Doer*

With the housing market tight and fewer evictions occurring this last year, finding housing for someone with a Section 8 voucher is challenging. Vouchers can be used at several Salem Housing Authority sites as well as privately owned properties. In the 2021 Legislative Session, the City received funds to help 170 households and keep 66 families in transitional housing for the next year, until systems relied on can recuperate from effects of the COVID Pandemic. Staff are also continuing to provide case management and support to individuals in the Homeless Rental Assistance Program.

The City continues its annual funding support to the Homeless Rental Assistance Program with direct allocations to Salem Housing Authority from the City's General Fund of \$860,000 for this program. Staff are also recommending restructuring HRAP to better reflect current needs. With new resources being made available, HRAP resources can better serve current needs by supporting emergency voucher and other voucher programs and case management support for clients who have graduated out of the HRAP program to mainstream vouchers and have challenges. Through its legislative efforts, the City also seeks - and has received - additional funding support for this work.

### **G. Build more permanent supportive housing.** Complete construction of Salem Housing Authority's Sequoia Crossings (60 units) and Yaquina Hall (52 units) properties. Continue to offer incentives for affordable housing through tax exemptions and Urban Renewal grants.

*Doer/Partner/Convener*

Both Salem Housing Authority affordable housing developments are financed and underway, with anticipated opening dates in 2023.

In a joint Work Session with the Salem-Keizer School District Board of Directors on April 18, 2022, Salem's City Council heard directly from public and private housing developers about challenges with building affordable housing. Through the City or Salem Housing Authority, we currently offer affordable housing developer incentives: a non-profit low-income housing tax exemption, a multi-unit housing tax incentive for transit-oriented development, and a community partner property tax exemption to include affordable units in market rate developments. To encourage private sector building of affordable housing, the Urban Renewal Agency offers grants to support the development of low-income subsidized housing, workforce housing, and market rate housing.

### **H. Support regional efforts: Mid-Willamette Valley Homeless Alliance.** Invest in Mid-Willamette Valley Homeless Alliance to develop regional capacity for those who are un-housed.

*Partner*

Salem is a member of the Mid-Willamette Valley Homeless Alliance and is committed to its mission. Council President Hoy serves as Vice Chair of the Board of Directors. The City regularly shares information on Alliance activities. In Salem's FY 2022 Budget, Salem City Council allocated \$150,000 to the Homeless Alliance.





Youth Farm, Marion Polk Foodshare.

## Federal Funds Support Council Vision.

On an annual basis, the City of Salem receives HOME Investment Partnerships and Community Development Block Grant (CDBG) program funds from the Federal Department of Housing and Urban Development. The City allocates another \$400,000 from its General Fund on an annual basis. Together, Salem and its local partners use these resources to implement a wide range of projects and activities to address homelessness, expand affordable housing, and provide supportive services.

In 2022, the following projects received HOME, CDBG, or General Fund funding for:

- Tenant-based rental assistance from ARCHES and St. Francis Shelter
- Housing from Community Development Partners (184 rental units); for veterans to Applegate Terrace (48 rental units); from DevNW (24 for-sale single family homes); from Center for Hope and Safety (20 rental units, \$50,000); from Seed of Faith Ministries (transitional housing, food pantry, warming/cooling center/community services, \$450,000); and from Integrated Services for Living (rehab of 11 rental units, \$300,000)
- Homeless prevention services for seniors, bulk emergency food purchase, and Youth Farm development from Marion Polk Foodshare
- Early learning center acquisition and rehabilitation from Community Action Agency
- Crisis and information hotline/emergency financial services from Northwest Human Services
- Encampment outreach services from Salem Housing Authority.





### State Grants for Sheltering.

For the 2022 Legislative Session, Salem's top priorities were to secure funding to complete construction at Salem's navigation center and to cover the Yaquina Hall funding gap. As a result of the 2022 and 2021 Legislative Session, Salem received funding for the following City of Salem's priorities:

- Funding for gap on Yaquina Hall conversion to a 51- unit apartment affordable housing community - \$1.5 million
- Funding for gap on Navigation Center construction project - \$1.9 million
- Emergency shelter, hygiene services, and outreach - \$2.5 million
- Sanitation services, and removal of abandoned vehicles - \$750,000
- Housing Assistance voucher program - \$1 million
- Funding for sheltering - \$10.5 million
- Navigation Center two years operations - \$5 million

As a result of the 2021 Session, the City also received \$816,000 to purchase body worn cameras for Salem Police.





## Strategic Priority 2

# Planning for our future

Following the adoption of the Our Salem Comprehensive Plan update in July 2022, we are carrying the Our Salem vision into other plans.

The largest component of this work is the Transportation System Plan. This piece alone is anticipated to require additional funding for the next three years. Other plans to be updated are Comprehensive Parks System Master Plan, Goal 5 Inventory for Natural Resources, Housing Production Strategy, and Economic Opportunities Analysis. All this future work will be informed by the rules from the Oregon Department of Land Conservation and Development's Climate Friendly and Equitable Communities rule-making process.

### A. Complete adoption of Our Salem mid-2022.

Completion of the Our Salem adoption process is underway.

*Doer*

In July 2022, Salem City Council approved the Salem Area Comprehensive Plan project, known as Our Salem. The work began in 2018 and involved community-wide engagement for more than three years and culminated in all the Our Salem changes to

Comprehensive Plan Map, zoning map, and zoning code amendments. As part of the award-winning engagement, through Our Salem, staff hosted or attended roughly 260 in-person and virtual meetings and events and engaged with more than 80 community groups through February of 2022. The work continues to be incorporated into Salem's other master plans.

- B. Fund Transportation System Plan update.** Begin follow on work to Our Salem. The Transportation System Plan is a major undertaking and includes substantive community outreach. Funding for this work is expected from Transportation System Development Charges.

*Doer/Convener*

Work updating the Transportation System Plan is underway with the preliminary steps of updating the City's Neighborhood Traffic Management Program,

## SUPPORTS



Welcoming and Livable Community



Safe, Reliable, and Efficient Infrastructure



Strong and Diverse Economy



Natural Environment Stewardship

identifying Climate Friendly Areas, and collecting other data and information. Funding to support the update to the Salem Transportation System Plan is included in the FY 2023 budget. Additional funding will be sought to meet the requirements of the new Climate Friendly and Equitable Communities rules from the Oregon Department of Land Conservation and Development.

Lower traffic speeds on neighborhood streets. As an interim step to completing the Transportation Systems Plan, policy questions related to lowering traffic speeds on neighborhood streets will be taken up in a Neighborhood Traffic Management Plan.

The Neighborhood Traffic Management Plan is being updated to change requirements for speed hump installations, include a Twenty-is-Plenty program, and incorporate neighborhood stop plans. Staff has engaged a traffic engineering firm to assist with the update. The updated plan will identify the measures that are appropriate for specific situations and establish factors for prioritizing options given the City's limited resources. Staff will work with the Citizens Advisory Traffic Commission and neighborhood associations to craft the Plan. Work is expected to be completed by the end of the year, with a final report to Council anticipated in early 2023.

### **C. Launch riparian inventory for natural resources.**

Beginning in Q4 of 2022, we will initiate a riparian inventory (also follow on work from Our Salem). As the majority of this work is creek-related, funding is anticipated in the FY23 Budget from the Utility Fund.

*Doer*

Preliminary stages of this work are underway. Staff are currently involved in preliminary discussions and data collection with the Oregon Department of Land Conservation and Development, and the Oregon Department of State Lands. The work is scheduled to begin in the fall of 2022.

### **D. Further Climate Action Plan.** Support briefings of Council Committee to prioritize actions in Climate Action Plan.

*Doer/Partner/Convener*

Following City Council acceptance of the Climate Action Plan in February of 2022, a Climate Action Plan (CAP) Committee was convened to review early implementation efforts under this new plan. This subcommittee of City Council includes the Mayor and Councilors Gonzalez, Hoy, and Phillips. All meetings are held virtually, livestreamed, and recorded. In September of 2022, Salem City Council received an update on the Committee's work.

**Solid Waste Policy.** Strategies to reduce greenhouse gas emissions from the collection, transportation, and disposal of solid waste are considered within the Climate Action Plan. In August, City Council approved changes to garbage and recycling services provided to Salem residents and businesses to include a 20-gallon every other week service as an option for residential customers, and enhanced the senior/disabled low-income discount program.

Other changes, like Senate Bill 582, known as the Recycling Modernization Act will result – beginning in July 2025 – in recycling program changes that will have a direct impact on recycling and recovery practices across the State.

To integrate more ideas from the Climate Action Plan, and re-think how Salem manages solid waste, staff are proposing a 2023 effort to develop new City Council policy on solid waste services and rates that considers topics of:

- Solid waste services provided
- Incentives for lower waste generation - pay as you throw
- Equitable service provision and rates
- Application of Climate Action Plan within solid waste policy
- Implementation of Oregon's Recycling Modernization Act (SB 582)



## Keeping Flood Insurance Cost Down.

FEMA's Community Rating System is a voluntary incentive program for local governments that recognizes a community's efforts to reduce flood risk, facilitate accurate insurance ratings, and promote the awareness of flood insurance. Based on actions and projects implemented by the City, the Community Rating System reduces annual flood insurance premiums for property owners citywide. The higher the City's rating, the greater the flood insurance reduction for property owners. FEMA has awarded the City of Salem a class four rating, allowing Salem residents to receive a 30 percent discount on flood insurance premiums. To maintain this status, the City conducts outreach, employs certified floodplain managers, ensures areas prone to flooding are not affected by development activity, requires building practices to reduce future flood damage, and inspects and maintains creeks, streams and ditches to reduce flooding risk.



## Salem's Plan for Climate Action\*

For 18 months, City staff worked with a consulting firm, a 41-member Task Force, and received input from multiple stakeholders and Salem residents to produce the final Climate Action Plan with the framework established by City Council on October 12, 2020:

- By 2035, Salem greenhouse gas emissions (GHG) shall be reduced to 50 percent of the citywide greenhouse gas emissions for the baseline year of 2016, and
- By 2050, Salem should be carbon neutral.

The City of Salem Climate Action Plan includes 183 strategies to increase the community's resilience to climate change and to reduce Greenhouse Gas (GHG) emissions in Salem. The Climate Action Plan Committee meets monthly to discuss and make recommendations on strategies for early implementation of the plan. Many of the strategies generally focus on those that will have high potential for reducing greenhouse gas emissions and provide community equity co-benefits with relatively low cost to the City. Other potential early strategies demonstrate leadership by the City, establish governance for the Climate Action Plan, are in-process or ongoing actions, required by new and pending state rules, or are already planned to start within two years.

\* <https://www.cityofsalem.net/home/showpublisheddocument/32/637780421820470000>







## Resilience Planning to Recover from Natural Disasters.

Planning helps our community prepare to adapt to, bounce back, and ready to recover from earthquakes, flooding, and other natural disasters. We're embarking on an update to the City's 2017 Natural Hazards Mitigation Plan. The Plan relies on input from residents, describes the community's risk to natural disasters, and identifies mitigation strategies and tasks to reduce risk. Following extensive outreach and engagement in the development of the plan, the plan should be completed in 2025. The Natural Hazards Mitigation Plan ensures Salem is eligible for pre-disaster mitigation grant funding from FEMA.

## Ozone Treatment and Aquifer Storage Supply Clean Drinking Water.

In 2022, the new \$48 million state-of-the-art Frank Mauldin Ozone Treatment Facility at Salem's drinking water facility provided an added layer of protection against algae blooms, severe weather events, and wildfires in the North Santiam Watershed. Ozone is one of the strongest disinfectants used to treat water, even stronger than chlorine, and can remove cyanotoxins or other pollutants that can pose a health risk at increased levels. Ozone produces no taste or odor, and no ozone remains in the water after treatment. A virtual tour of the system and how it works is now available on the City of Salem website. Also in 2022, the City increased water storage capacity with improvements to the Woodmansee Park Aquifer Storage and Recovery System. This system stores more than 700 million gallons of drinking water in a natural underground aquifer, as a backup source of treated drinking water for Salem residents.



Getting a tour of the Frank Mauldin Ozone Treatment Facility





## SUPPORTS



Good Governance

### Strategic Priority 3

# Engaging our community

For the last several years, increasing transparency and trust with the community through communication and engagement has consistently been among the priorities of City Council.

The City is making continual improvements to its communication, accessibility, and sharing of our shared story.

**A. Launch new City of Salem website.** Update the City website to improve accessibility, search and site navigation, and the overall customer and user experience.

*Doer*

In mid-June 2022, the City launched the new website to improve search and navigation and accessibility of information for different language preferences. With more information and services available in the web environment, translation of materials is made easier and more accessible to screen readers. The design of menus and site map are based on a “heat map” showing most visited areas and pages based on user navigation of the old website in the fall of 2021. Feedback to-date is positive and the majority of bugs,

resulting from data migration, have been isolated and resolved. City Council allocated funding in the FY 22 Budget for a new City website.

**B. Share performance measures and metrics.** Launch a new web-based budgeting and performance measure resource to gauge how the City is doing on Council and community priorities.

*Doer*

In November 2022, the City will launch a new web-based access point sharing information on the City’s key performance indicators. These indicators are a clear, sensible definition of the outcomes the City strives to achieve on a daily basis. The information will help our community and staff better understand how the City’s day-to-day operations translate into tangible results that advance the quality of governance, natural resources, the economy, infrastructure, and community livability. Each indicator is tied to the Council’s strategic plan and community priorities, turning policy direction into action and results. The information will also contain details on methodology for measures being reported.

**C. Finish plans and start construction of Customer Service Center.** Improve the customer service experience at City Hall.

*Doer*

For years, the City has sought to provide a single customer service point for the residents of Salem at the Civic Center. In the fall of 2021, a local architecture firm was hired to design improvements to a portion of the east wing at City Hall to create the Customer Service Center. The goal of the project is to provide a “front door” for visitors with a clear connection to help and services that can be consistent and provide an efficient level of service to Salem’s customers. With process improvement work complete and hiring for key positions underway, City Council approved funds for construction on July 11, 2022, to cover the cost of market fluctuations. The new Customer Service Center will open spring 2023.

**D. Expand neighbor to neighbor communications.**

Build communication strategies with Neighborhood Association Boards to expand engagement and recruit additional members.

*Doer*

Neighborhood Associations are a gateway to civic engagement in Salem. Neighborhood Association board members volunteer within our community, participate and serve on Salem advisory boards, commissions, and City Council. With a focus on recruiting more members to participate in Neighborhood Associations, communications staff are working with Neighborhood Association Boards to build communications strategies to expand engagement and recruit additional members - and meet Neighborhood Association-specific communication and engagement goals. This will further City efforts to encourage engagement at neighbor-to-neighbor level by supplementing Neighborhood Associations’ communications occurring today through the Next Door social media platform, and direct City communications to Neighborhood Association Chairs and Land Use Chairs on items of interest.

Following a survey about communications preferences, the late September Neighborhood Association Chairs’ conversation focused on their perceptions of what works best within their neighborhood. In January 2023, the City will launch a marketing campaign about the importance of Neighborhood Associations in our daily lives. As part of the FY23 Budget, the Salem City Council added \$50,000 for neighborhood communications.

## Smarter and Principled Policing: 2022-2024 Strategic Plan

Salem Police Department’s three-year strategic plan framework solidifies a new policing philosophy in Salem – principled and smarter policing. Smarter policing draws upon data-driven, evidence-based approaches to develop the most effective law enforcement programs. It’s the “what we do and how we do it.” Principled policing involves individual and organizational integrity, character, and trust, or the “who we are and why.” Safety, legitimacy, and excellence form the strategic priorities and Salem Police commitment to improve the way we serve our community, safety, and quality of life, while enhancing trust in the department.. Community feedback, employee input, recommendations from the 2020 Community Engagement Assessment, research, evidence-based strategies, and industry best practice helped shape the plan.







## Hosting IRONMAN.

In 2022, Salem parks again hosted IRONMAN 70.3 and the Stride 5K Series. In its second year, IRONMAN 70.3 sold out and brought more than 2,500 athletes and their families to compete in Salem on Sunday, July 10. Competitors began the 70-mile race around 6 a.m. with a 1.2-mile swim in the Willamette River, followed by a 56-mile bike ride from River Road S. toward the Ankeny Natural Wildlife Refuge, finishing with a 13.1-mile run through Salem's Minto-Brown Island Park.



## Volunteers Make Our Community Better.

In addition to our volunteer Mayor and City Councilors representing Salem's eight wards, there are another 168 of us who volunteer to serve on advisory boards and commissions, another 125 volunteer to serve as Neighborhood Association Board members, countless others who spend their free time in the Salem Public Library getting books and videos back on shelves,

welcoming you as you enter Center 50+ for a class or at a Movies in the Park, on the street marking storm drains, and in Salem parks planting trees or hauling in fall leaves from neighbors. In the last two fiscal years, despite the Pandemic, teens and college students linked directly to Salem's Youth Development Services contributed more than 2,300 hours. Thank you, volunteers!





## Free concerts as Gerry Frank Salem Rotary Amphitheater Opens.

Summer 2022 offered Salem a new outdoor music venue with a series of First Friday concerts and the first-ever Capitol Jam Community Music Festival. Part of First Friday Salem Art Walk in downtown, the First Friday concert series showcased free, fun events by local artists the first Friday of every month all summer long. Continuing the summer tradition, on August 27, the Gerry Frank Salem Rotary Amphitheater hosted the Capitol Jam-Salem's first-ever, day-long, City-sponsored concert event.





Public Works Operations Building groundbreaking.

## Strategic Priority 4

# Sustaining infrastructure and services

Actions taken by Salem's City Council helped speed the City's recovery from the 2008 recession.

Strengthening the City's long-term financial position to ensure ongoing provision of core services to all residents has remained at the forefront of City Council priorities since that time. In addition to concerns about funding day-to-day operations, the City of Salem has pressing needs for fire engines and equipment, for improvements to streets and sidewalks, for parks, for affordable housing and shelter, and other projects to improve the community. In fall 2020, the City Council formed a Steering Committee to guide development of a proposal for a Community Improvement Bond - without increasing the City's property tax rate - for the November 2022 ballot.

### SUPPORTS



Welcoming and Livable Community



Safe, Reliable, and Efficient Infrastructure



Strong and Diverse Economy



Natural Environment Stewardship



Good Governance



Safe and Healthy Community

- A. Pursue Community Improvement Bond.** Pursue \$300 million Community Improvement Bond in November 2022.

*Doer/Convener*

In August 2022, Salem City Council took the last step in referring a comprehensive bonding strategy to the November 2022 ballot. Because several previous bond measures will be retired and removed from the tax rolls over the next decade, we have a one-time opportunity to invest in critical projects to improve streets, sidewalks, parks, and public safety without increasing the City's property tax rate. For more on the proposal, check out the City's website.

## Sustaining infrastructure and services

- B. Explore opportunities to lower expenses.** Continue to evaluate shifting services to non-profits or private-sector service providers.

*Doer*

We are constantly evaluating whether our community can be better served by non-profits or the private sector. In many cases, the services we provide are not offered by others in our community, are the result of a State or Federal mandate, or are cost prohibitive to start-ups. In others, our primary role is to provide grants and other funding to nonprofits, rather than build new areas of expertise within the organization. For example, we contract with Travel Salem for destination marketing and with SEDCOR for traded sector business retention, expansion, and recruitment.

- C. Explore opportunities to increase revenue.** Revisit 2019 Task Force revenue options to help stabilize the budget in FY24

*Doer/Convener*

In June, Salem City Council approved the combined \$743 million budget for July 1, 2022, through June 30, 2023. The budget is largely a status quo budget, meaning the revenues and expenses attempt to maintain existing services and provide for anticipated operational costs, like including cost of living increases for employees. The City Council, after the Budget Committee process made several changes to the budget to:

- Add six police officer positions beginning in January 2023
- Fund a cooperative one-year pilot for youth bus passes
- Add funds for neighborhood communications

With support of outside funding resources, the City was able to bridge the gap until the economy and City revenues could return to pre-pandemic levels. These resources include Federal Coronavirus Aid, Relief and Economic Security Act (CARES), American Rescue Plan Act (ARPA), and State support for sheltering programs. In the next few years, however, additional revenue will be needed to continue providing General Fund services at current levels.

Crescent Probe, James Lee Hansen (Peace Plaza, Salem Civic Center).





## Serving Salem from New Operations Hub.

A new and improved Public Works Operations Building will be completed by fall 2023. This operations hub has served as a center where residents can get sand bags to protect their properties from localized flooding and for Public Works' community-wide response to emergencies like inclement weather or natural disasters. The new building will be at the City Shops Complex, on 23rd Street, south of Mission Street, and will feature new artwork, funded through the City of Salem's half-a-percent for public art program funding public art through the construction of eligible public improvement projects. Two Northwest artists, Claire Burbridge and Brad Rude, have been selected to create public art for the new building.

## Making McGilchrist a Complete Street.

In 2022, Salem was awarded \$13.2 million through the Federal RAISE Discretionary Grant Fund for the McGilchrist Complete Street Project. The grant will help fund the expansion of McGilchrist St. SE in Salem, transforming the roadway from 12th St. SE to 25th St. SE with:

- Additional travel and turn lanes
- Bicycle lanes
- Sidewalks and shared use paths
- Planting areas
- Environmental infrastructure, including stormwater and flood reduction facilities,
- Traffic signals and streetlights, and
- Improved rail crossing.

Once completed in 2025, the McGilchrist Complete Street Project will support economic development and add new jobs, while reducing flooding and water quality concerns in neighboring Pringle Creek. This was the sixth time the city of Salem has sought a grant to help fund this project.

## Painting the Street with Neighborhood Pride.

In 2022, the City launched a street painting program for local streets, cul-de-sacs, and alleyways. These street paintings are large, decorative paintings, installed directly on the street pavement. They may span a portion of a street, or an entire intersection or block. In communities where these have been installed, the themes have included geometric designs as well as themes related to animals, flowers and trees, and more. These paintings are intended to be part of the neighborhood - its identity and aesthetic. Travel Salem sponsored seven street murals in neighborhoods and hosting block parties as each neighborhood finishes its art installation. They should create a positive feature of the neighborhood, be supported and welcomed by neighbors, and create a sense of community.



## Salem Civic Center Turns 50, Seeks Historic Designation.

On Thursday, August 18, 2022, the Salem Civic Center celebrated the 50th anniversary of its grand opening. The Salem Civic Center complex was designed by architectural firm Payne, Settecase and Smith, and built between 1970 and 1972. The complex includes Central Fire Station No.1, Mirror Pond, Pringle Creek, the City Hall Parking Garage, City Hall (including the City Council Chambers) and the Peace Plaza with its fountain are contributing resources of the almost 13-acre site, which has been nominated for the National Register of Historic Places. The Salem Public Library and Library Parking Garage, both recently renovated, are also on the site.

Civic Center Atrium.



### Youth Development grants, from 2021-22, funded:

- Backbone Youth Advisory Board of the Mid-Willamette Valley Community Action Agency's HOME Youth and Resource Center to remove barriers and to support recruitment and retention of members.
- Enrichment Workshops for 139 youth in the K - 12 Native Education Summer School offered by Salem Keizer Public Schools' and in partnership with Oregon Native American Education Foundation.
- Strengthening Families Program offered by Mano a Mano Family Services for program focusing on families of 11-14 year olds in Spanish, paid staff, and two youth paid jobs.
- CAREcorps high school service leadership program offered by Isaac's Room and includes paid youth staff positions resulting in 19 Civic Center garden beds redesigned and planted for robust pollinator gardens.
- Paid youth jobs at Boys&Girls Club of Salem, Marion and Polk Counties for Athletic Department (10-12 paid youth jobs.)





Civic Center Mirror Pond.

# The 2021-26 Strategic Plan: Council's Policy Priorities

The Salem Strategic Plan, updated by City Council in March 2021, articulates the mission, vision, values, and goals of the City. The plan charts a course for the City moving forward based on findings from an assessment of current conditions in our community, impacts of anticipated change in the region, and perspectives of residents, community leaders, and Council.

Through its annual City Council Policy Agenda, City Council makes its initial priorities for action clear to staff and the community, and provides direction on aligning resources towards the Strategic Plan Policy areas through the City's budgeting process.

## **Vision**

A safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all.

## **Mission**

Provide fiscally sustainable and quality services to enrich the lives of present and future residents, protect and enhance the quality of our environment and neighborhoods, and support the vitality of our economy.

## **Values**

**COMMUNITY-FOCUSED:** We strive to provide high-quality, responsive, and equitable services that meet the needs of our community.

**RESPECTFUL:** We strive to create a healthy work environment based on teamwork and mutual respect.

**INCLUSIVE:** We are committed to ensuring equity and accessibility across City services. We are an anti-racist organization that actively fights against racism and all other forms of discrimination. Diversity is a core strength of our community and we are dedicated to creating a city where everyone—regardless of culture, race, or ability—can thrive.

**PROACTIVE:** We are innovative, action-oriented, and focused on delivering measurable results to our community. We actively seek and use data to make well-informed decisions.

**ACCOUNTABLE:** We act with integrity and honesty. We take responsibility for our actions and communicate with residents to ensure transparency.

## ► 1. ADDRESSING HOMELESSNESS

### Crisis Response

Develop a crises response process and regional network of resources to ensure that all unhoused individuals are safe, respected, and connected with appropriate services.

### Homelessness Prevention

Develop a long-term, regional strategy to address upstream factors that increase homelessness with the goal of eliminating homelessness by 2050.

### Affordable Housing Expansion

Ensure an adequate supply of housing that is affordable and accessible for current and future generations, with a focus on providing housing options that can reduce incidence of homelessness.

Welcome  
and Livable  
Community



Safe and  
Healthy  
Community



### Service Accessibility

Increase accessibility of key City services by providing online options and extending services to underserved residents.

### Financial Stability

Strengthen the City's long-term financial position to ensure ongoing provision of core services to all residents.

### Community-Engaged Policing

Increase police engagement with all communities within the city to enhance crime prevention and to facilitate trust when a police response is required.

## ► 2. CREATING COMMUNITY RESILIENCE

### Business Support

Support the local economy and the Downtown district by reducing the impacts of COVID-19 on local businesses.

### Job Creation

Reduce local unemployment rate and increase the number of living-wage jobs within the city.

### Emergency Response

Strengthen emergency response by ensuring adequate funding for public safety efforts (including EMS/911 Dispatch and the Fire Department)

Strong and  
Diverse  
Economy



Safe and  
Healthy  
Community



## ► 4. BUILDING GREAT NEIGHBORHOODS

### Neighborhood Development

Increase the number of "complete neighborhoods" across the city that provide convenient access to jobs, services, and amenities that meets residents' daily needs.

### Parks and Recreation Facilities

Develop, enhance, and expand parks and recreational facilities—and access to these amenities—to better serve residents of all ages, abilities, and cultures.

### Bike and Pedestrian Safety

Increase the safety of walking and biking within the city by prioritizing construction and maintenance of pedestrian and bicycle facilities.

Welcome  
and Livable  
Community



Safe, Reliable,  
and Efficient  
Infrastructure



## ► 3. INCREASING EQUITABLE DELIVERY OF CITY SERVICES

### Diversity, Equity, and Inclusion

Ensure that City services are provided equitably to all residents.

Good  
Governance



Welcome  
and Livable  
Community



## ► 5. TAKING ACTION ON CLIMATE CHANGE

### Greenhouse Gas Reduction

Reduce the city's greenhouse gas emissions.

### Resilience

Increase the city's resilience to climate change.

Natural  
Environment  
Stewardship





# Connect with us

## FACEBOOK

City of Salem	<a href="https://facebook.com/CityOfSalemOR">facebook.com/CityOfSalemOR</a>
Salem Police Department	<a href="https://facebook.com/SalemPoliceDept">facebook.com/SalemPoliceDept</a>
Salem Fire Department	<a href="https://facebook.com/CityofSalemFireDept">facebook.com/CityofSalemFireDept</a>
Salem Neighborhood Services	<a href="https://facebook.com/SalemNeighborhoods">facebook.com/SalemNeighborhoods</a>
Recreation Services	<a href="https://facebook.com/COSRecreationServices">facebook.com/COSRecreationServices</a>
Center 50+	<a href="https://facebook.com/center50plus">facebook.com/center50plus</a>
Salem Public Library	<a href="https://facebook.com/spl.oregon">facebook.com/spl.oregon</a>

## TWITTER

City of Salem	<a href="https://twitter.com/cityofsalem">@cityofsalem</a>
Salem Police Department	<a href="https://twitter.com/SalemPoliceDept">@SalemPoliceDept</a>
Salem Fire Department	<a href="https://twitter.com/SalemFireDept">@SalemFireDept</a>
Salem Public Library	<a href="https://twitter.com/SPLOregon">@SPLOregon</a>

## INSTAGRAM

City of Salem	<a href="https://www.instagram.com/cityofsalemoregon">@cityofsalemoregon</a>
Salem Police Department	<a href="https://www.instagram.com/salempolicedept">@salempolicedept</a>
Salem Fire Department	<a href="https://www.instagram.com/cityofsalemfiredept">@cityofsalemfiredept</a>
Recreation Services	<a href="https://www.instagram.com/comeoutandplaysalemor">@comeoutandplaysalemor</a>
Salem Public Library	<a href="https://www.instagram.com/spl.oregon">@spl.oregon</a>

## eNEWSLETTER

Receive updates on events, projects and news releases sent straight to your inbox. Sign up today: [bit.ly/cos-ews](https://bit.ly/cos-ews)

## SALEM COMMUNITY ALERTS

The Salem Community Alert System is the fastest way for us to let you know about emergencies that could affect you. Sign up to receive time-sensitive information in your inbox today: [bit.ly/cos-community-alert](https://bit.ly/cos-community-alert)

## CITY DIRECTORY

Not sure who to contact? Go to the on-line City Directory: [bit.ly/city-directory](https://bit.ly/city-directory)

