



2023

# COMMUNITY REPORT

CITY OF *Salem*  
AT YOUR SERVICE





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## Reporting on Priorities

### Salem’s 2023 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, and updates on major initiatives in an annual Community Report. Early in the new calendar year, City Council adopts its Policy Agenda.

On February 13, 2023, Council adopted its policy priorities for the 2023 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.

# Introduction



Keith Stahley  
City of Salem Manager

As we release this progress report on City Council and community priorities for 2023, like many cities in Oregon, we face continued challenges in funding valued and essential services in our community. These are challenging times for our Mayor and Council, our community, and City staff. We are planning changes to our current year budget to reduce spending and services we offer. In April and May 2024, we will begin to formulate our next year's budget with further reduced levels of funding and services.

Despite the financial challenges, we've made a meaningful difference in the lives of all our community members, particularly in four key priority areas of: (1) responding to homelessness; (2) planning for our future; (3) engaging our community; and (4) sustaining infrastructure and services. Several major initiatives will continue to have lasting impacts on our community and work will continue in 2024 and beyond. We continue to improve bicycle and pedestrian safety through streets and sidewalks, bikeways, and off-street trails with grant funding and the 2022 Safety and Livability Bond.

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. I remain 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.

## 2023 Mayor and City Council



Chris Hoy  
Mayor

Virginia Stapleton  
WARD 1

Linda Nishioka  
WARD 2

Trevor Phillips  
WARD 3

Deanna Gwyne  
WARD 4

Jose Gonzalez  
WARD 5

Julie 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

**\$158,757,250**



### Welcoming and Livable Community

**\$53,007,140**



### Strong and Diverse Economy

**\$14,356,140**



### Safe, Reliable, and Efficient Infrastructure

**\$154,538,530**



### Natural Environment Stewardship

**\$24,907,100**



### Good Governance

**\$125,904,430**

*FY2024 Budget, adopted in June 2023*

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.





# Strategic Priorities

**The 2023 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 been completed including opening of Salem Housing Authority's 52-unit affordable housing at Yaquina Hall, the 75-Bed Navigation Center, and the one-stop Customer Service Center at Salem's Civic Center. In June 2023, City Council adopted the Neighborhood Traffic Management Plan. And, at a July 2023 Work Session, Council received a briefing on the Strategic Engagement and Communications Plan findings and recommendations. More detailed and specific reports on key initiatives are presented to the City Council and community, as key decisions are brought forward throughout the year.

**This report covers 2023 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. 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*
- B. Lower Traffic Speeds on Neighborhood Streets.** Work is underway to implement traffic slowing initiatives like speed hump requests, 20 is Plenty, and stop signs on residential streets  
*Doer, Convener*
- C. Launch riparian inventory for natural resources.** The riparian inventory is underway. As the majority of this work is creek-related, funding is anticipated in the FY23 Budget from the Utility Fund.  
*Doer*
- D. Advance Housing Production Strategy.** In Oregon, Housing Production Strategies are plans crafted to address unmet housing needs that explore tools, policies and actions a city may take to support a variety of housing options to provide fair and equitable housing for all.  
*Doer*
- E. Further Climate Action Plan.** Support briefings of Council Committee to prioritize actions in Climate Action Plan.  
*Doer, Convener, Partner*
- F. Solid Waste Policy.** Work is underway on an interim priority, development of a solid waste policy, to reduce greenhouse gas emissions from the collection, transportation, and disposal of solid waste are considered within the Climate Action Plan.  
*Doer, Partner, Convener*



### Priority 3: Engaging our community

- A. Improve customer experience.** At Civic Center and Public Works Shops Complex, finish construction and open one-stop-shop Customer Service Center to improve the in-person customer service experience. Continue to expand services and program offerings in other, accessible formats to make it easier to do business with the City.  
*Doer*
- B. Improve engagement and communications.** A comprehensive engagement and communications plan is expected to result in strategies to tell our story, increase awareness of the impact the City has in day-to-day lives, and increase civic participation and diversity in participation, enhance our volunteer base, expand Neighborhood Associations, advisory boards and commissions, and benefit talent acquisition and recruitment strategies.  
*Doer, Convener, Partner*
- C. Expand neighbor to neighbor communications.** Build communication strategies with Neighborhood Association Boards to expand engagement and recruit additional members.  
*Doer*
- D. Assess equity in delivery of Salem programs and services.** A detailed equity assessment focused on workplace equity, supplier diversity, equitable access of community services, and a general policy review. Based on this assessment, the City will create a strategic plan to guide future operations, incorporating equity analysis into everyday work and assuring city services are equitably available to and accessed by all. This assessment will also result into performance indicators for measuring external and internal equity.  
*Doer*
- E. Conduct review of City Charter to ensure it reflects an efficient and effective government, principles of equity, and is relevant to today's Salem.** Look at opportunities to streamline and simplify advisory board and commission structure.  
*Doer*

- F. Continue investment in 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 needed. Continue the commitment in this work through the Salem Police Department Strategic Plan.  
*Doer, Convener, Partner*
- G. Strengthen our community's resilience and emergency response by continuing to support community preparedness efforts.** Community resilience to natural hazards and those brought on by accelerating climate change, as evidenced by recent fires, ice storms, and flooding.  
*Doer, Convener, Partner*

### Priority 4: Sustaining infrastructure and services

- A. Deliver projects in Community Improvement Bond and report progress.** Deliver projects in the 2022 Community Improvement Bond and report projects to the Steering Committee and community at-large.  
*Doer*
- 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*

# STRATEGIC PRIORITY ONE

## SUPPORTS



Safe and Healthy Community



Welcoming and  
Livable Community

# Responding to Our Sheltering Crisis



Yaquina Hall

**Homelessness is a critical problem in our community and the most important issue to many of our residents.** With the support of partners and other agencies, we're able to: (1) connect people to services, health and mental health care, other basic needs, safe and secure outdoor shelter, temporary indoor shelter; (2) support transitions to temporary shelter, permanent supportive housing; and (3) construct affordable housing through Salem Housing Authority, and provide incentives for developers to construct affordable housing.

The City's activities focus on managing the impacts caused by living outdoors, funding alternative shelter, and adding housing and support services to end homelessness. Salem's 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. The majority of funds for this work is exhausted in coming years: by June 30, 2024, no funds remain for micro-shelter village communities; and by June 30, 2025, no funds remain for the navigation center.



## Managing Homelessness

- A. Respond to community complaints for clean up at scattered unmanaged tent, car, and RV camping sites, and clean up accumulated trash.** Continue to work with area non-profits and the Salem Outreach and Livability Services (SOS) program to maintain contact and regular communication to increase the chances individuals will connect with available services, keep conditions cleaner and healthier, and remove as much accumulated garbage as possible, on a regular basis.

*Doer, Partner, Convener*

In 2021, the City began reporting out weekly status on sheltering activities and efforts to remove accumulated trash from public property. Also, since 2021, community members report public health concerns with garbage accumulation in an area, 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. In 2022, thanks to a State Sheltering Grant, the Salem Outreach and Livability Services (SOS) team began actively working in the community to coordinate resources and support, with attention to public health concerns, to those living unsheltered in our community.

In 2023, Salem took steps to bring City Code into compliance with recent statewide law changes about camping in public spaces. The new rules are fairly similar to current practice and our focus on outreach, information and referral as a first step. The new rules spell out required notice and guidance for retaining property; exclude camping from residential zones, parks, vision clearance areas, and in proximity to existing shelters; and require a 36-inch pathway for travel on sidewalks.

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

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

*Doer, Partner, Convener*

On April 24, 2023, the City hosted a grand opening celebration for the Navigation Center, which serves Salem's unsheltered, operating 24-hours a day, seven days a week, as a low barrier shelter. Its 75 beds and intensive case management connect people to public benefits, health services and permanent housing. The Navigation Center is funded through June 30, 2025 with a grant from the State.

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

Continue to fund operations at micro-shelter community villages.

*Doer, Partner, Convener*

Salem's third micro shelter community village opened in late summer 2023 to serve 18-24 year olds. From April 2021 – June 2023, 935 individuals were in Salem's micro-shelter villages, which includes 212 children and 723 adults. Of those, 432 exited to a positive destination such as housing, treatment, or care facilities. Salem's micro-shelter villages are funded through June 30, 2024.

- 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*

Bridgeway is exploring construction and operation of a medical clinic which would provide managed detoxification and several beds for sobering. The concept requires an ongoing source of funding to be viable. 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

## Yaquina Hall 2023 Opening

**In April 2023, we opened 51 one-bedroom affordable housing apartments at Salem Housing Authority's Yaquina Hall.** In its 70-year history, the building served as housing for Oregon State Hospital's nursing staff. These income-based units are fully occupied. When openings occur, the units are offered to individuals living with disabilities, homeless or at-risk of homelessness, and who would benefit from the services provided who have been referred to the waiting list by partnering service agencies.

## Responding to Our Sheltering Crisis

additional support to local governments for additional mental health, sobering, addiction and recovery services for those experiencing homelessness.

## Ending Homelessness

### E. Transition more households into supportive housing.

Continue to assist households and families in transitional housing.

*Doer*

The Homeless Rental Assistance Program (HRAP) was the City of Salem's Housing First initiative to permanently house the chronically homeless individuals in Salem. Since 2017, more than 300 households successfully completing the HRAP program and "graduated" to Section 8 (or a Housing Choice Voucher). As reported to the Housing Authority Commission, the program has transitioned into Salem Housing Authority's Special Programs Team with the intent to provide crucial outreach services and uphold our commitments to current program clients. The Special Programs Team will continue and remain in close partnership to help our unhoused neighbors. Working with the Salem Police Department, Code Compliance Department, and Salem Parks and Recreation, Special Programs Outreach Navigators, more clients experiencing homelessness will be connected with immediate basic needs and make referrals to other community partners as needed.

### F. 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, management agreements and Urban Renewal grants.

*Doer, Partner, Convener*

The 52-unit Salem Housing Authority property at Yaquina Hall opened in 2023 and was fully leased by July. Staff note that some of the new tenants are coming from micro shelters. By transferring to these much-needed housing units, more temporary emergency shelter beds are available for those in need. Salem Housing Authority's Sequoia Crossings opens in January 2024 with 60 new units.

### G. 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. Mayor Hoy serves on Vice Chair of the Board of Directors and the City regularly participates in the Alliance's program committees, sharing information on City and Alliance activities. In Salem's FY 2022 Budget, Salem City Council allocated \$150,000 to the Homeless Alliance.

## Preserving affordable housing at Orchard Park apartments.

**The Salem Housing Authority joined forces with Aberdeen Capital to preserve Orchard Park Apartments, the largest affordable housing property outside the greater Portland area.** Orchard Park Apartments reached the end of its 30-year affordability term on Dec. 31, 2021. Recognizing the property's value to the community, the Salem Housing Authority prioritized its preservation, establishing a Special Limited Partnership Agreement with Orchard Park Preservation Partners. This strategic alliance will ensure the 224-unit complex continues serving low-income households. This project includes funding from Oregon Housing and Community Services, the Enterprise Preservation Fund, Deutsche Bank, and Aberdeen Capital.



### Mid-Willamette Valley Homeless Alliance Mission

*To develop an evidence-based system of services, including stable housing, designed to meet the unique and complex needs of adults, youth, children, and families in Marion and Polk counties who are at risk of or are experiencing homelessness.*

[www.facebook.com/MWVHomelessAlliance](https://www.facebook.com/MWVHomelessAlliance)



## Opened in 2023

**Salem's Navigation Center opened this year.** This low-barrier shelter operates 24-hours a day, seven days a week, with 75 beds and intensive case management to connect people to health services and permanent housing. Navigation centers help people make a first step in accessing services, allow all genders, offer space for personal possessions and service animals, and do not require sobriety for entry. Grant funding from the State of Oregon and Marion County paid for construction and operation the Navigation Center (through June 30, 2024).



## STRATEGIC PRIORITY TWO

### SUPPORTS



Natural Environment Stewardship



Safe, Reliable, and  
Efficient Infrastructure



Strong and Diverse Economy



Welcoming and  
Livable Community

# Planning for Our Future



Mission Street crosswalk.

Following the adoption of the Our Salem Comprehensive Plan update in 2022, work is underway to carry this vision into other plans and incorporate the adopted State's Climate Friendly and Equitable Communities rules.

To show how all of this comes together, see page 14 and 15, which features several planning efforts, including: Salem in Motion (Salem's Transportation System Plan), Comprehensive Parks System Master Plan, Goal 5 Inventory for Natural Resources, Housing Production Strategy, Climate Action Plan, and Economic Opportunities Analysis.

- A. Fund Transportation System Plan update.** 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, Partner*

Salem in Motion is the City's response to planning for transportation and land use within the Climate Friendly and Equitable Communities framework. This work, designed to connect people and places, is underway. The first phase, a regional scenario plan, will be followed by



specific policies, projects, priorities, and standards. The transportation planning is integrated into the land use planning elements which include walkable, mixed-use areas, and recently implemented City-wide parking requirements.

- B. Lower traffic speeds on neighborhood streets.** Work is underway to implement traffic slowing initiatives like speed hump requests, 20 is Plenty, and stop signs on residential streets.

*Doer, Convener*

In June 2023, City Council adopted the Neighborhood Traffic Management Plan and approved a federal grant application for the City to pursue 20 is plenty and Vision Zero planning.

The Neighborhood Traffic Calming Plan provides residents with a process for addressing their concerns regarding speeding and high traffic volumes. The Plan asks residents to collect data to help define the need for installing a traffic calming device in a neighborhood. Every potential project is prioritized for future funding based on neighborhood support and speed, volume, pedestrian generators, presence of a Family-Friendly Bikeway, presence of sidewalks, and equity.

- C. Launch riparian inventory for natural resources.** The riparian inventory is underway. As the majority of this work is creek-related, funding is anticipated in the FY23 Budget from the Utility Fund.

*Doer*

The Riparian Area Inventory is underway and includes outreach to community groups, Salem's Planning Commission, our work with Diversity and Equity Roundtable, Salem Parks and Recreation Advisory Board, and City Council. Outreach will continue throughout 2024, with an update to Planning Commission by second quarter of 2024. With consultation from Oregon Department of Land Conservation and Development and the Oregon Department of State Lands, staff will engage a contractor to assist with the inventory and a draft map of riparian areas to include significant adjacent wetlands. Once complete, the draft will be available for public review and comment prior to final adoption. The final map and inventory will be used to Salem Revised Code sections around acceptable and prohibited uses within riparian zones.

- D. Advance Housing Production Strategy.** In Oregon, Housing Production Strategies are plans crafted to address unmet housing needs that explore tools, policies and actions a city may take to support a variety of housing options to provide fair and equitable housing for all.

*Doer*

This work is expected to begin in Winter 2023. The Oregon Department of Land Conservation and Development has funded a consultant team to help the City complete the Housing Production Strategy. In preparation for the work, staff also commissioned and completed a broad community-engaged permitting efficiency study. The study provided a variety of recommendations to improve citywide permitting. The City has implemented one such recommendation: Integrating Public Works staff that review development-related infrastructure requirements into the Community and Urban Development Department.

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

*Doer, Convener, Partner*

In 2022, the Climate Action Plan was accepted by the City Council. The City of Salem Climate Action Plan includes 183 strategies to increase the community's resilience to climate change and to reduce Greenhouse Gas emissions in Salem. A Climate Action Plan Committee oversees implementation. The Committee is comprised of Mayor Hoy and Councilors Gonzalez, Phillips, and Stapleton, and Planning Commissioner Slater. Many of the initial strategies focus on 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.

In 2023, City Council added a micro grid at the new Public Works Shops Complex, grants for electric vehicle charging and tree canopy improvements, and included about \$200,000 in the FY24 budget for additional work. Projects in our 2023-24 UO Sustainable Cities Year Program partnership will help the City move further faster on strategies such as planning for passive cooling opportunities within the existing buildings on the Civic Center campus, and building a marketing plan through Climate-Centered Public Relations Outreach.

In 2023, Salem was awarded a \$1 million grant to plant trees for a more resilient and equitable tree canopy, and partnered with PGE to add EV charging in underserved areas.

## Planning for Our Future

**F. Solid Waste Policy.** Work is underway on an interim priority, development of a solid waste policy, to reduce greenhouse gas emissions from the collection, transportation, and disposal of solid waste are considered within the Climate Action Plan. The Mayor Hoy-appointed Salem City Council to the Solid Waste Committee has met four times since its inception in 2023. With the goal of advising the City Council and City Manager on the solid waste policy, service rates, franchising and regulation of solid waste service providers, and any other matter concerning solid waste management, the Solid Waste Committee is comprised of Councilors Virginia Stapleton (Chair), Micki Varney, Deanna Gwyn, Linda Nishioka, and Julie Hoy (Alternate). 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. 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)

## Funding awards

**McGilchrist Complete Street.** This fall, construction started at McGilchrist Street SE, from 12th St. SE to 25th St. SE. Federal grants are funding design and construction to ensure safer movement of pedestrians, bicyclists, trains, and vehicles through the area. The work will provide turn and travel lanes, bicycle lanes, sidewalks and shared use paths, planting areas, and new ways to reduce flooding with stormwater collection.

**Gear Park skate park.** Oregon Parks and Recreation has awarded the City of Salem a grant for \$500,000 for a new skate park planned at the 44-acre Geer Park in east Salem. Remaining funds for the \$4.2 million project are expected to come from Parks System Development Charges. When complete, the new skate park will be accessed from a paved pathway, with spectator viewing, a picnic shelter, benches, bike racks, and shade trees. The idea for a skate park is the result of a robust community engagement process that asked residents and the skating community what features they would most like to see in the new full-sized skate park. Construction may begin as soon as summer 2024.

**New Pedestrian Connections – coming soon.** In 2023, the City was awarded \$6.2 million to help fund two new multi-use paths within the City of Salem. The Pringle Creek Path extension will connect Civic Center to Riverfront Park, under the Commercial Street bridge. The City was awarded \$269,190 to develop a refinement plan for the proposed pedestrian crossing over Highway 22, east of Lancaster Drive SE.

**Electric street sweeper joins fleet.** The City was awarded a grant from the Portland General Electric (PGE) Drive Change Fund grant program for an electric battery-powered mini-street sweeper. The narrow width and short wheelbase of the sweeper make it ideal for sweeping buffered bicycle lanes, downtown alleys, parks pathways, plazas, parking lots, and public spaces. The total cost of the purchase, including a trailer to transport it, is estimated to be approximately \$250,000. Utility Funds paid for the ten percent of the total cost of the purchase or \$25,000; with the grant request totaling up to \$225,000.

**See page 17 for information on \$1 million US Forest Service grant for tree planting.**



Affordable Housing

Walkable Areas

Reduced Emissions

Biking & Roadways

Parks

Healthy Streams

# YOUR GUIDE TO PLANNING FOR OUR FUTURE

We adopted Our Salem – an update to the City’s Comprehensive Plan – in 2022.  
Now, our planning work continues.

Our Salem set the policy framework for future growth and development by updating the Salem Area Comprehensive Plan, Comprehensive Plan Map, zoning map, and zoning code.

Now, we're focusing on detailed planning for:

- Healthy streams
- Improved climate resilience and reduced emissions
- Green space for everyone
- Walking, biking, roadways, street designs, and future investments
- More housing choices and walkable centers
- Traffic calming

## Equity is central to all we do. Why is equity important?

- Equity means all residents have the opportunity to participate and thrive in an inclusive society. This requires rectifying unequal access to resources and opportunities caused by historic and current systems of oppression and exclusion related to race, income, ability, gender, sexual identity, and other factors.
- An equitable community overcomes disparities by providing increased levels of support to community members based on their needs. In Salem, it is a priority to advance equity in decision-making processes and the outcomes of those processes, including policies, investments, practices, and procedures.



# CONNECTIONS

## OUR SALEM

is the planning process that updated the City's Comprehensive Plan and was completed in 2022.

This is the overarching policy framework for the City and guides how we want to grow and develop over the next 20+ years.

## EQUITY

Parks for All

**Comprehensive Parks System Plan**

**Riparian Inventory**

Healthy Streams

Neighborhood Traffic Plan

Traffic Calming

**Transportation System Plan**  
Phase 1: Regional Scenario Plan

Walking, Biking, Roadways and Street Design, Capital Investments



**Salem in Motion**  
Connecting People and Places

Phase 2: Policies, Projects, Priorities, Standards



**Climate Action Plan**

Aligns with & advances goals  
**OUR SALEM Climate Change Goals**

Wide variety of strategies - Addresses  
Land Use, Transportation and others.

Improved Climate Resilience, Reduced Greenhouse Emissions

**Land Use**

Walkable, Mixed-Use Areas, and City-wide Parking Requirements

Housing Production Strategy

More Affordable Housing, Walkable Centers



## STATE OF OREGON: Climate Friendly and Equitable Community Rules

- » New and amended STATE RULES focused on Land Use, Transportation, and Equity.
- » Direct REQUIREMENTS to cities including Transportation, Land Use, Housing, and Equity.

# PROJECT DESCRIPTIONS

## Climate Action Plan

2022 Accepted / Ongoing Implementation

Aligns with and advances the Our Salem project

- Outlines strategies and actions to reduce greenhouse gas emissions and increase climate resiliency in Salem.
- Includes 183 strategies related to transportation and land use, energy, economic development, natural resources, materials and waste, local food systems, and strengthening our community.



## Comprehensive Parks System Master Plan

2023-2026

Builds on the Our Salem project

- Outlines goals, policies, and implementation steps to guide park acquisition and development over the next 20 years.

## Neighborhood Traffic Management Plan

2023

Implements the TSP

- Outlines how traffic speeds and volume concerns in residential areas are examined, prioritized, and addressed on an ongoing basis.

## Riparian Inventory

Dates to be determined

Builds on the Our Salem project

- Inventories of rivers, creeks, and waterbodies and the land along these features known as riparian corridors.
- Leads to updated regulations that increase protections of waterways and riparian corridors.
- Complies with Oregon's Statewide Land Use Planning Goal 5.

### INFLUENCES

#### Climate-Friendly and Equitable Communities (CFEC)

Adopted in 2022 by the Oregon Land Conservation and Development Commission

- State rules that require cities in metropolitan areas to make changes to transportation and land use plans and parking regulations.
- Aims to reduce greenhouse gas emissions from transportation and promote equity.



### INFLUENCES

## Salem in Motion

2023-2026

Builds on the Our Salem project and Climate Action Plan

- Updates the Salem Transportation System Plan and implements the State's Climate-Friendly and Equitable Communities rules.

### ► Transportation System Plan (TSP) 2023-2026

Part of the Salem in Motion project

- Outlines policies, programs, and projects to meet transportation challenges and priorities over the next 20 years.

### ► TSP Phase 1: Regional Scenario Plan 2023-2024

Required by the CFEC Rules

- Establishes high-level strategies to meet the State's climate pollution reduction targets.
- Focuses on changes and investments in active transportation, transit, parking management, streets, and other related improvements.
- Requires regional partnership (with Keizer and Marion County).

### ► TSP Phase 2: Policies, Projects, Priorities, Standards Prioritizes projects to align with Regional Scenario Plan

- Updates the Salem Transportation System Plan.
- Implements local priorities through new transportation project lists, standards, and policies.

### ► Land Use: Parking Reform 2023

Required by CFEC Rules

- Changes to citywide parking regulations required by the State.
- Eliminates minimum off-street parking requirements citywide.
- Revises parking lot regulations.

### ► Land Use: Walkable, Mixed-Use Areas 2023-2026

Builds on the Our Salem project and required by CFEC Rules

- Promotes compact, walkable, mixed-use development and supports access by people who walk, bike, or take transit.
- Builds on the Our Salem project that rezoned areas to different mixed-use zones.

### ► Housing Production Strategy 2024-2025

Implements the Our Salem project and is required by the State

- Describes strategies to encourage the production of housing to meet Salem's housing needs.
- Focuses on regulatory, financial, and land-based strategies.



# RESOURCES AND CONTACT INFORMATION

## Resources

### SALEM IN MOTION

[www.cityofsalem.net/salem-in-motion](http://www.cityofsalem.net/salem-in-motion)

### OUR SALEM

[www.cityofsalem.net/our-salem](http://www.cityofsalem.net/our-salem)

### CLIMATE ACTION PLAN

[www.cityofsalem.net/climate-action](http://www.cityofsalem.net/climate-action)

### PARK PLANNING AND DEVELOPMENT

[www.cityofsalem.net/park-planning](http://www.cityofsalem.net/park-planning)

### CLIMATE-FRIENDLY AND EQUITABLE COMMUNITIES

[www.oregon.gov/lcd/CL/Pages/CFEC.aspx](http://www.oregon.gov/lcd/CL/Pages/CFEC.aspx)

[www.oregon.gov/odot/Planning/Pages/  
Climate-Transportation-Planning.aspx](http://www.oregon.gov/odot/Planning/Pages/Climate-Transportation-Planning.aspx)

### NEIGHBORHOOD TRAFFIC MANAGEMENT PLAN

[www.cityofsalem.net/community/  
transportation-getting-around/traffic-  
road-conditions/neighborhood-traffic-  
management-plan](http://www.cityofsalem.net/community/transportation-getting-around/traffic-road-conditions/neighborhood-traffic-management-plan)

## Contact Information

### GENERAL INFORMATION

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Planning Administrator

503-540-2381

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### SALEM IN MOTION - TRANSPORTATION

**Julie Warncke**

Transportation Planning Manager

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### SALEM IN MOTION - LAND USE

**Eunice Kim**

Long Range Planning Manager

503-588-6173

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### CLIMATE ACTION PLAN

**Heather Dimke**

Management Analyst

503-588-6211

[hdimke@cityofsalem.net](mailto:hdimke@cityofsalem.net)

### COMPREHENSIVE PARKS SYSTEM MASTER PLAN

**Rob Romanek**

Parks Planning Manager

503-588-6211

[rromanek@cityofsalem.net](mailto:rromanek@cityofsalem.net)

### RIPARIAN INVENTORY

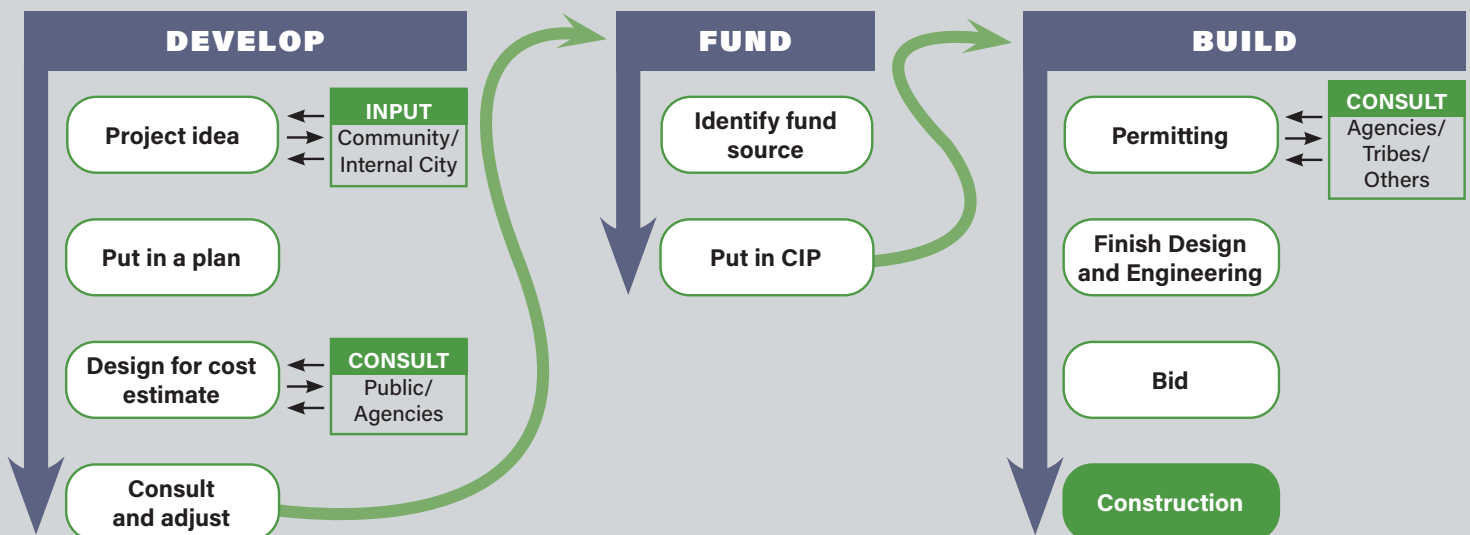
**Jeffery Johnson**

Natural Resources Planner

503-588-6211

[jdjohnson@cityofsalem.net](mailto:jdjohnson@cityofsalem.net)

## LIFECYCLE OF A CAPITAL PROJECT





## Eagle eyes

**In 2023, we welcomed volunteers monitoring the eagle's nest at Minto Brown Island Park.**

Volunteers learned about bald eagles' nesting patterns and how to share their observations with Salem's Park Ranger. The monitoring program started as a way to learn about the nesting pair at Minto Brown Island Park in order to determine how best to balance the needs of the bald eagle pair with recreation and park management needs.

## Planting more trees in Salem

**In 2023, Salem was awarded \$1 million from the US Forest Service to plant more trees across the City.** The grant will increase our tree canopy, which helps keep Salem neighborhoods cool, reduces energy costs, mitigates flooding risks, makes biking and walking within easier, and increases property values throughout the City. The Forest Service selected proposals working to increase equitable access to trees and green spaces, and the many benefits they provide. Read more about the grant by visiting the U.S. Forest Service's Website.



## STRATEGIC PRIORITY THREE

### SUPPORTS



Good Governance

# Engaging Our Community



Mayor Chris Hoy, Angie Villery of Travel Salem, John Paskell of SLE, Andrew Levy Avelo CEO, Tom Hoffert of Salem Area Chamber of Commerce, Governor's Office, and City Manager Keith Stahley.

Increasing transparency and trust with the community through communication and engagement is a priority of City Council. The City makes continual improvements to its communication, accessibility, and story-telling through the media, social media, video content, weekly e-newsletter, neighborhood association engagement, outreach to stakeholders and civic organizations, and volunteer opportunities. Staff meet quarterly with community, civic, and cultural organizations to share information for cross promotion opportunities; other governments and agencies; and our media partners.

- A. Improve customer experience.** At Civic Center and Public Works Shops Complex, finish construction and open one-stop-shop Customer Service Center to improve the in-person customer service experience. Continue to expand services and program offerings in other, accessible formats to make it easier to do business with the City.

*Doer*

In June 2023, the City opened its Customer Service Center at the Civic Center. This one-stop shop for Salem residents to access City services is part of an Enterprise-wide initiative to enhance customer service for residents, the Customer Service Center was designed to create organizational efficiencies, reduce unnecessary and redundant and operational costs, and create a consistent customer experience. At the Public Works building, the Customer Service Center begins its offerings in 2024.

- B. Improve engagement and communications.** A comprehensive engagement and communications plan is expected to result in strategies to tell our story, increase awareness of the impact the City has in day-to-day lives, and increase civic participation and diversity in participation, enhance our volunteer base, expand Neighborhood Associations, advisory boards and commissions, and benefit talent acquisition and recruitment strategies.

*Doer, Convener, Partner*

In mid-July, the Strategic Engagement and Communications Plan was presented to City Council in a work session. The recommendations focused on putting the right resources, people, structure tools, channels, messaging, and processes in place to increase the public's trust of City government and its awareness of City resources and activities; increase consistency and quality of non-English communication, particularly in Spanish; better represent City's point of view and brand in all communications; create a more effective, coordinated communications organization; and create greater public engagement in City activities and decisions. The first step, hiring a communications officer, is underway.

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

*Doer*

As part of the FY23 Budget, the Salem City Council added \$50,000 for neighborhood communications. These funds have been instrumental in launching a community-wide Neighborhood Association marketing campaign and Neighborhood Association-specific communication and

engagement goals conversation will focus on perceptions about what works best within their neighborhood, with support from City communications.

- D. Assess equity in delivery of Salem programs and services.**

A detailed equity assessment focused on workplace equity, supplier diversity, equitable access of community services, and a general policy review. Based on this assessment, the City will create a strategic plan to guide future operations, incorporating equity analysis into everyday work and assuring city services are equitably available to and accessed by all. This assessment will also result into performance indicators for measuring external and internal equity.

*Doer*

A robust assessment of diversity, equity and inclusion maturity of the City's public-facing services and processes is underway. Work is expected to be complete in January 2024. The resulting work product will include gaps and recommendations for improvement; an equity assessment framework to assess DEI maturity and identify opportunities for improvement to policies, practices, procedures, and/or outcomes; DEI-related performance measures; and a planning tool for new projects, programs, or services.

- E. Conduct review of City Charter to ensure it reflects an efficient and effective government, principles of equity, and is relevant to today's Salem.** Look at opportunities to streamline and simplify advisory board and commission structure.

*Doer*

Planned to begin in January 2024, we will be assessing the effectiveness and alignment of the City's current governance framework with best practice and principles of equity, including the City Charter; and the Council committees, commissions, and boards.

- F. Continue investment in 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 needed. Continue the commitment in this work through the Salem Police Department Strategic Plan.

*Doer, Convener, Partner*

Community policing involves three key components: partnerships, organizational change, and problem-solving. While community policing is more of an organizational philosophy than a single program, it does require dedicated staff time and resources, often in the form of dedicated teams focused on community engagement and crime prevention.

## Salem Police Officers' Body-worn Cameras

**In 2023, the Salem Police Department added body-worn cameras and in-car video technology to enhance criminal investigations, and help to build and maintain trusting relationships with our community through increased transparency and mutual accountability.** The work of outfitting the recording devices for all Salem Police officers began late in 2021 and followed research and testing of versatile and durable systems. Funding support came from a State of Oregon grant and ARPA funds.



## Engaging Our Community

One such team is the Community Action Unit (downtown bicycle officers). This team has expanded and formalized partnerships with several community-based organizations for youth engagement, including the Boys and Girls Club, YMCA, and Kroc Center. Another is the Homeless Services Team, comprising two police officers who partner closely with the City SOS team and other stakeholders to mitigate unmanaged camping, ensure the safety of all involved, and connect people with needed services.

The department also actively engages residents through a trust-building plan founded upon the tenets of procedural justice: giving voice, fair and neutral decision making, treating all with dignity and respect, and acting in trustworthy ways. Community members are now participating in procedural justice training session with police officers, where open communication occurs regarding police-community relationships. Trust-building work is also informed by discussions related to police policy, practice and training with the Advisory Council to the Chief and Community Police Review Board. Direct engagement also occurs during twice-yearly Community Police Academy courses.

More capacity is needed to effectively implement the community-centered, relationship-based policing model envisioned and recommended in the recent Community Engagement Assessment. Increased and sustainable funding for community policing efforts would ensure the continuation and expansion of community policing efforts as described above.

### Liberty Fire: August 2023

**On a Wednesday afternoon in August 2023, a fire was first reported at 2:48 p.m.** The Salem Fire Department was assisted by multiple fire departments throughout Marion County, and an

Emery & Son's construction crew working on a nearby construction project. The team stopped their work and responded with their tractors and bulldozers, clearing the ground and brush to help cut a fire line protecting the surrounding homes. Their quick and selfless efforts helped keep the fire from spreading further.

In all, more than 100 firefighters and 30 firefighting apparatus were dispatched, including four aircraft. Two structures were damaged, and no other injuries were reported. Representatives from the Salem Fire Department, Oregon State Fire Marshalls, Oregon Department of Forestry, and the Marion County Sheriff's Office managed the fire and protected the community.

Please remember to sign up for Marion/Polk Alerts by going to [www.cityofsalem.net/communityalerts](http://www.cityofsalem.net/communityalerts) to sign up to receive critical safety notifications.

- G. Strengthen our community's resilience and emergency response by continuing to support community preparedness efforts.** Community resilience to natural hazards and those brought on by accelerating climate change, as evidenced by recent fires, ice storms, and flooding.

*Doer, Convener, Partner*

Outreach and engagement is complete for two foundational plans central to Salem's emergency management, including the Natural Hazard Mitigation Plan (under FEMA review) and the Emergency Management Plan (anticipate final in December 2023). Over the past few years, with the escalating incidence of wildfires, Salem Fire has promoted training programs designed to enhance defensible spaces, strengthen structures, and implement cost-effective strategies to mitigate the risk of wildfires and brushfires. Our Emergency Manager remains deeply involved in fostering community engagement and collaborating with City leaders to continually enhance the resiliency programs.

### Library of things

**Salem Public Library introduced the Library of Things, a unique collection of useful items to support a larger goal to reduce, reuse, and recycle in our community.** Funded by the Materials Management Grant Program from the Oregon Department of Environmental Quality. You can check out a Sewing and Quilting Machine, 8mm and Super 8 Film Reel Converter or Outdoor Movie Projector, Watch Repair Kit, a Cordless Drill, Bread Maker, a five string Banjo, or an Inflatable Kayak. To see what is included in the Library of Things, browse the online catalog.

## Viva Salem! Todos Unidos

**In September 2023, at Riverfront Park, the City celebrated our Latino culture at the new ¡Viva Salem!**

Todos Unidos (All United) festival during Hispanic Heritage Month. Entertainers, artists, and vendors of food and crafts all helped make Viva Salem! an event to enjoy and remember. The free event brought together our entire community to celebrate this beautiful part of our culture. It will lay a strong foundation for future events celebrating the diversity that is one of Salem's important building blocks.

## Feria de Recursos.

**In April, the City hosted a well-attended Spanish language resource fair offering a variety of information helpful to families, households and business people.**

## 2023 Openings

**At the Civic Center in June 2023, we opened our Customer Service Center.**

This a 'one-stop-shop' for Salem residents to access City services serve about 7,000 customers a month who need to pay utility bills, get parking permits or volunteer applications, file Police reports, or request public records. The new consolidated service center also reduces unnecessary and redundant and operations, and create a consistent customer experience. In addition to the in-person services offered at the new service center, customer service also includes a central contact for questions: [info@cityofsalem.net](mailto:info@cityofsalem.net) and 503-588-7272.



**In October, Avelo Airlines began exclusive nonstop air service from the Salem Municipal Airport to Las Vegas and Los Angeles.** In January 2023, we committed to bringing commercial air service to the Salem Municipal Airport for the first time since 2008. To bring the terminal to current standards, we relied on partnerships with CBTwo Architects, Cedar Mill Construction, and Modern Building Systems, the Transportation Security Administration and the Federal Aviation Administration, and our local champions – Travel Salem, the Salem Area Chamber of Commerce, and FlySalem. Now, travelers can park for \$10/day and walk less than 400 feet to the gate for these no hassle flights any Sunday or Thursday, with added service to support the holidays. Book from [Aveloair.com](https://www.aveloair.com).



**In October, the City opened a new Public Works Building.** The \$39 million dollar project, funded largely through the Utility Fund, began construction in the winter of 2022 and was successfully completed on time and under budget in September of 2023. The building consolidates four office locations into one unified, cohesive building with shared meeting and collaboration spaces. It replaces the 1950s-era building currently in use. About 65% of contracted work went to local contractors in Marion, Polk, Linn, and Benton Counties, including 12% of subcontracted work completed by certified minority or women-owned businesses. The building uses structural and exterior lumber supplied from Oregon including mass plywood panels from Freres Engineered Wood and reclaimed and sustainable juniper siding from eastern Oregon.



## STRATEGIC PRIORITY FOUR

### SUPPORTS



Good Governance



Natural Environment Stewardship



Safe, Reliable, and  
Efficient Infrastructure



Safe and Healthy Community



Strong and Diverse Economy



Welcoming and  
Livable Community

# Sustaining Infrastructure and Services



New Public Works Operations Building.

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, voters approved the 2022 Community Improvement Bond to fund 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.

- A. Deliver projects in Community Improvement Bond and report progress.** Deliver projects in the 2022 Community Improvement Bond and report projects to the Steering Committee and community at-large.

*Doer*

The Salem's Bond Oversight Committee includes Mayor Chris Hoy, Councilors Stapleton and Varney, community members Bob Cortright and Mike Herron. Councilor Nishioka serves as an alternate. The Oversight Committee receives monthly updates in meetings that are streamed live. The Committee has received project updates, and developed criteria for prioritizing missing sidewalks, sidewalk repairs, pedestrian crossing improvements,



and mixed-use path and trail projects. Funding available, through the 2022 voter-approved Safety and Livability Bond, for these types of projects is approximately \$22.4 million.

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

*Doer*

Over time, the City has achieved savings through restructuring. This practice has resulted in single points of failure; fewer staff, multiple roles, serving more people; staffing below national and regional averages; fewer services to the community; extending useful life of assets; and increased risk. We continue 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 for additional revenue and to increase revenue.** Continue to explore grants and legislative support for Policy Agenda priorities. Revisit 2019 Task Force revenue options to help stabilize the budget in FY24.

*Doer, Convener*

Our community is growing, but City services are not able to keep up. Next year, the City's projected revenues will not be enough to pay for the services we provide today, such as police, fire and programs for those unsheltered. The City would need an additional \$19.4 million annually in revenue to cover the same services you receive today. This estimate of needed revenue does not include the \$9.6 million of one-time funding that is being used for current unsheltered resident services.

Salem is one of many Oregon cities projecting a deficit in their General Fund due to property tax limitations. To keep pace, a more balanced way is needed to pay for these and other services. The City plans ongoing conversations about this need and options available.

## More community renewable energy.

**In 2023, the City received a second \$1 million grant award from the Oregon Department of Energy (ODOE) through the Community Renewable Energy Grant Program.** This new grant award will be used to replace a hot water boiler system capable of producing a total of 6.2 million Btu/hr of heat, at the City's Willow Lake Wastewater Pollution Control Facility. The boilers will work with the existing biogas Cogeneration Facility to generate renewable heat energy from the byproducts of the wastewater treatment process. Our facility uses anaerobic digesters to aid in the treatment of wastewater from Salem area businesses and residents. Through the treatment process, the digesters produce methane biogas as a by-product. Salem's Cogeneration Facility turns that biogas into renewable power and heat that's put back to use at the facility, resulting in annual energy savings and significant reductions in greenhouse gas emissions. Learn more about the energy savings or see the daily power generation and carbon reduction statistics for the cogeneration facility at [www.cityofsalem.net](http://www.cityofsalem.net).



# 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://instagram.com/cityofsalemOregon">@cityofsalemOregon</a>
Salem Police Department	<a href="https://instagram.com/salempolicedept">@salempolicedept</a>
Salem Fire Department	<a href="https://instagram.com/cityofsalemfiredept">@cityofsalemfiredept</a>
Recreation Services	<a href="https://instagram.com/comeoutandplaysalemor">@comeoutandplaysalemor</a>
Salem Public Library	<a href="https://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-eneews](https://bit.ly/cos-eneews)

## 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: [www.cityofsalem.net/government/city-directory](https://www.cityofsalem.net/government/city-directory)

Tree blossoms at Riverfront Park.

2023 Frightfully Fun Run.