2015 City of Salem Council Goals

The City of Salem is committed to providing our residents fiscally sustainable services to ensure our community feels safe and livable, supported by a vibrant regional economy and strong neighborhoods. The following Council Goals were adopted July 13, 2015.

SAFE COMMUNITY *Ensure people feel safe in our community by focusing on the public's safety, including prevention, and an effective and timely response when an emergency or threat arises.*	
• Complete Police facility plan for November 2016 bond	Since January 2016, the City Council has held four Work Sessions and two Public Hearings regarding the 148,000 SF proposal for a future police facility to be located at Commercial and Division, referred to as the O'Brien site given its former use Police Facility. On June 27, the Council passed a resolution to refer a bond measure to fund the new facility to voters in November 2016.
• Continue to ensure effective and efficient public safety services (fire, police, ambulance, code enforcement)	Annually, Council approves allocations to support public safety services in the City's Budget. At their January 25, 2016 meeting, Council discussed data related to recent traffic accidents involved pedestrians. In May, the Police Department launched a year-long pedestrian safety campaign and Public Works is initiating comprehensive assessment of current engineering, education and enforcement activities to identify areas which could reduce incidence of pedestrian-involved accidents.
• Maintain capacity and prepare our community to respond to natural disasters, fuel train derailment, and other hazards with fire and police services, local resiliency planning, and shared service agreements	Staff continue to seek future grant funding to support all hazard response planning and preparation. From June 7 to June 10, City staff participated in the Cascadia Rising exercise to help prepare for a Cascadia Subduction Zone earthquake and tsunami along with state, city, county, tribal and federal agencies in Oregon, Washington and Idaho.

STRONG NEIGHBORHOODS *Preserve livability for residents in Salem's strong and distinctive neighborhoods*	
• Add officers to meet need in downtown and on Minto Island.	Annually, Council approves allocations to support public safety services in the City's Budget. The FY 2016-17 budget includes two additional police officers and a new park ranger position.
• Encourage a range of housing types and sizes at a range of affordability levels and coordinate with other agencies to ensure housing meets the needs of our community, develop more downtown housing.	On February 8, 2016, Council approved actions to address the multi-family deficit cited in the Housing Needs Analysis. As a first step, staff has started meeting with neighborhood associations and other community groups to get input on potential issues and opportunities with allowing accessory dwelling units in Salem. The input will be used to help develop a proposed code amendment to allow the smaller housing units – commonly known as mother-in-law units – in the city. Staff is also forming an advisory committee to provide guidance and input. The City Council held a joint work session with the Downtown Advisory Board to discuss opportunities for catalytic property acquisition in the downtown. Staff are holding focused group discussions with area property owners and stakeholders in May and June, culminating in a Work Session with Council to discuss findings from these discussions.

STRONG NEIGHBORHOODS *(Continued)*	
• Stay involved in the redevelopment of the north campus of the State Hospital property	Staff continues to coordinate with Oregon Department of Administrative Services (DAS), the Northeast Salem Community Association, and other partners regarding the future sale and redevelopment of the North Campus of the Oregon State Hospital. In July 2015, the Oregon Legislature approved $8.3 million to complete hazardous materials abatement, demolition, and site preparation for the majority of the buildings on the North Campus site (except Dome and Yaquina Buildings). Also in 2015, DAS sought contractors to complete additional testing of hazardous building materials, abatement, and demolition (anticipated to be complete in 2017). Perimeter fencing has been installed around the four buildings (east of 25th) where hazardous materials testing will occur within the buildings. In the Spring and Summer of 2016, DAS worked with stakeholders, the Oregon State Historic Preservation Office (SHPO) and the City to develop a mitigation plan and Memorandum of Agreement (MOA) to ensure that specific projects designed to mitigate for the demolition of the buildings on the North Campus are completed within the next five years. The mitigation plan includes development of an on-site interpretive display, permanent and mobile museum display and website regarding the history and use of the North Campus, as well as an oral history program. City Council consideration of the MOA is anticipated this Fall.
• Plan for railroad quiet zone around Riverfront and Minto Brown Island Parks, work with Portland and Western to create railroad quiet zones, and complete railroad quiet zone on Union Pacific line	On February 8, 2016, Council directed staff to work with Portland and Western Rail Road, which operates train service on the Burlington Northern Rail Road, to establish a quiet zone at State Street, Minto Island Road (and potentially River Road S). A safety evaluation at each of the crossings was conducted by a City, ODOT, and railroad staff team. A staff report with a scope and funding request will be provided to Council soon.
• Develop bridge-head studies and plans for third bridge landings to ensure these areas benefit from redevelopment opportunities	On February 8, 2016, Council received an update on the bridge-head status, Urban Growth Boundary amendment, and property acquisition. Council will be asked to consider land use actions for the Salem River Crossing, including amending the Salem Transportation System Plan and the UGB, later this summer and fall. Technical reports documenting the impacts of the recommended preferred alternative are being prepared. This data will be incorporated into the Final Environmental Impact Statement, to be published in 2017.
• Work with the State on a parking plan for the Capitol renovation	The Legislature did not pass funding for the Capitol renovation during the 2015 Session. As a result, this work is on hold pending future Legislative action.
• Coordinate with other agencies (counties and schools) to address livability issues near jurisdictional boundaries	Staff works with other agencies to address livability issues in our community. The Mayor and Council participate in the Marion County Public Safety Coordinating Council and in discussions with Polk County officials at regular meetings.

A WELL-PLANNED COMMUNITY *Provide our community with opportunities for artistic, historic, cultural and recreational pursuits and preserve our community's natural environment.*	
• Provide abundant and clean water and effective wastewater treatment with capacity to meet community needs into the future	Projects to support the community's needs for clean drinking water and wastewater treatment infrastructure are shown in the Capital Facilities Plan. The annual water quality report, hosted on the City's website and promoted via social media, provides an update to customers on the quality of Salem's drinking water, in relation to growing national concerns about drinking water quality. http://www.cityofsalem.net/Departments/PublicWorks/Operations/Water%20Services/Pages/default.aspx
A WELL-PLANNED COMMUNITY *(Continued)*	
• Support agencies and organizations active in creating a social safety net for the homeless and those in need of mental health services by providing access to warming shelters, social services funding	Mayor Peterson serves as one of the co-leaders of the Mid-Willamette Homeless Initiative with Keizer Mayor Cathy Clark, Marion County Commissioner Janet Carlson, and Polk County Commissioner Jennifer Wheeler. The Task Force continues its focus on the homeless problem in cities and counties; lack of affordable housing; best practices for reducing chronic homelessness; current available services; impacts on public safety and business; and potential revenue sources. Contributing factors such as mental illness, addiction, lack of education and the need for transportation, as well as the challenges of unique populations such as youth and/or veterans will also be addressed.
• Work with non-profits and other partners to facilitate access to services for homeless in our community to reduce impact of repeated negative behaviors on our downtown, our neighborhoods, and our Police force, at our Parks and other City facilities, and on our Municipal Court	Staff continues to work with other agencies to identify ways to support access to social services for those in need. Among the proposed uses of federal funds in Salem and Keizer to assistance to low income persons in the 2016-2017 program year are: rehabilitation of affordable housing, social services, microenterprise development, job training and placement, micro lending, and rental assistance. In FY2015-16, approximately $400,000 of the City's General Fund resources was allocated to support social service agencies. In 2015, the City of Salem received approximately $1.82M in federal funds through CDBG and HOME programs to support organizations serving the low to moderate income in our community.
• Develop a plan for adding more recreational sports fields	The Comprehensive Park System Master Plan Update (2013) calls for additional development of sports fields, pending availability of funding. On August 10, 2015, Council approved the purchase of 29 acres at Sustainable Fairview with Parks System Development Charges for use as a community park. Council recently approved the master plan for this park. The Battle Creek Park Master Plan will also include ball fields. That process will start soon.

A WELL-PLANNED COMMUNITY *(Continued)*	
• Pursue opportunities to improve overall bicycle and pedestrian connectivity, and plan for and develop bicycle boulevards or other bikeways	The Central Salem Mobility Study (2013) and Bike/Walk Salem (2014) plan identified potential bicycle and pedestrian improvement projects throughout Salem. Several of these projects are underway including: construction of improvements at the Union Street at Commercial intersection, a buffered bike lane on Church Street (Trade to Union) and High Street (Trade to Marion) and the Winter Street entrance to Bush Park. Planning work for the Winter Street Maple bike-friendly corridor will begin next year. Funding for the next phase of the Union Street Bikeway is programmed in the CIP and staff is recommending seeking federal funds for the remaining portion (from Church Street east to the intersection of Marion Street and 12th Street). And, the State Street Corridor Plan project, which is also underway, aims in part to improve bicycle and pedestrian connectivity and facilities on and around State Street.
• Enhance the parks system, identify and pursue stable funding for future parks development and operations	The Comprehensive Park System Master Plan Update (2013) established a set of priorities for funding: (1) develop underdeveloped park sites; (2) maintain, renovate and upgrade existing facilities; (3) acquire and develop new park sites; (4) develop parks to meet recreation facility needs; and (5) distribute parks and facilities equitably throughout the City). The Master Plan Update also included a set of capital project needs. Project selection for funding will be determined by City Council as funding through System Development Charges, grants, donations and other resources become available.
• Preserve the community's viable historical assets	Staff is updating management agreements with heritage culture organizations operating at City-owned historic assets. Existing Transient Occupancy Tax (TOT) resources support these historic assets. The Community Development Department provided $10,683 in grant funding to private residential historic property owners through the Historic Landmarks Commission's 2015 Residential Toolbox grant program, which has provided more than $40,000 to private homeowners since 2011 to help them maintain and preserve their historic homes.
• Proactively mitigate localized flooding and detain stormwater run-off	This topic will be the subject of a July 18 Work Session with Council.
VIBRANT ECONOMY *Create the environment and opportunity for smaller traded sector businesses and local companies to retain and expand in Salem and foster strategic partnerships to grow jobs and income, attract visitors, and conduct strategic recruitment of traded sector employers.*	
• Attract companies to Mill Creek Corporate Center and Salem Renewable Energy and Technology Park and aggressively market both sites	Staff responds to requests from site selectors and interested firms when requests come forward. The City also contracts with SEDCOR for marketing services and works with the State of Oregon, owner of the Mill Creek Corporate Center, to recruit a master developer for the property.

VIBRANT ECONOMY *(Continued)*	
• Pursue opportunities to improve overall transportation system and enhance mobility by working with ODOT on seismic upgrade for existing bridges and improving traffic mobility and flow at specific high-volume intersections: (A) northeast corner of Ferry and Liberty (Convention Center cross walk); (B) Union Street at Commercial; (C) Kearny and Bush at Commercial; (D) Owens at Commercial	Staff continues to seek grant funding for improvements to the identified intersections. Funding is allocated to construct a new traffic signal at Union and Commercial Street intersection. Construction is scheduled for 2017. This will facilitate bicycle and pedestrian access to the Union Street Bridge. Staff is recommending that the City be a co-applicant with ODOT for federal funds to do a seismic retrofit study focused on the Center Street Bridge, which is newer than the Marion Street Bridge. ODOT is currently seeking funding to perform preservation work on the Marion Street Bridge, which will include a life-safety, low cost seismic retrofit along with other normal rehabilitation work.
• Promote Salem as a destination for visitors, recreation activities and conventions by improving and maintaining gateways into Salem and planning for more City ball-fields in addition to existing complex Wallace Marine Park	In 2011-12, in conjunction with the downtown wayfinding project and Vision 2020, gateway locations were identified. Some of the sites require coordination with ODOT, property acquisition and/or electrical conduit for lighting. This project is on-hold pending funding.
• Continue clean up of overlay and underutilized zones, including historic overlay zones to protect historic properties while allowing for changing community and development needs	Staff provided Council with an information report update on progress at their June 27, 2016 meeting, outlining prioritized issues raised as part of the Unified Development Code project outreach.
• Work to convert brownfields to productive uses	The City received $400,000 in funds from the Environmental Protection Agency, available to property owners through a grant program. Interest in the City's Site Reuse and Revitalization Program is increasing thanks to help from local real estate brokers and others on the project advisory committee. To-date, four Phase I and Phase II Environmental Site Assessments have been completed or are underway. Staff continues to be supported by an advisory committee that meets quarterly to review grant activity and provide input on outreach and general grant activity. The committee includes representatives from the Salem Chamber, SEDCOR, neighborhood associations, Marion County Public Health Department, Business Oregon, Willamette Valley Council of Governments, and the North Gateway Redevelopment Advisory Board. The committee will reconvene in 2016.
• Develop South Waterfront Urban Renewal Area, including purchase of property for re-sale	Development of the South Waterfront Urban Renewal Area will occur as allowed by growth in the tax increment.
• Purchase property to spur redevelopment along Front Street and in North Salem; continue North Downtown redevelopment	In Fall 2016, the Urban Renewal Agency Board and the Downtown Advisory Board will hold a joint Work Session to discuss findings from a series of downtown stakeholder focus groups aimed at identifying key priorities for future urban renewal investment, including possible catalytic property acquisition in the Riverfront Downtown Urban Renewal Area.

GOOD GOVERNANCE *Maintain fiscal sustainability through multi-year financial plans to balance anticipated revenue and long-term facility needs with community-defined service levels, contractual commitments, and regulatory requirements.*	
• Maintain the City's bond rating	Maintaining working capital for the General Fund, consistent with City Council policy, represents adherence to sound financial management practices. Working capital, also called "beginning fund balance," provides coverage for cash flow needs during a fiscal year and can be a source of funding to sustain services during a temporary reduction in revenue. The stability of working capital is a measure of fund health considered by bond rating agencies, which influences the cost of borrowing for the City.
• Develop a bonding strategy that plans for long-term future needs of the community	Staff will develop a recommended strategy to prioritize issues for possible future bonding with the Council's Finance Committee prior to returning to Council in a Work Session.
• Maintain assets and facilities, including addressing seismic stability of civic buildings	Planning for this need is incorporated in the City's Capital Improvement Program and will become part of the future bonding discussions.
• Improve City Shops area and plan for future maintenance needs	Planning for this need is incorporated in the City's Capital Improvement Program and will become part of the future bonding discussions.
• Purchase land for future City of Salem facilities	Planning for this need will become part of the future bonding discussions.
• Where possible, work to make City operations self supporting, such as parking districts and Airport operations	The Parking Task Force (2013) recommended replacing existing parking meters in the Capitol Mall area with new technology. Phased installation of the pay and display technology is underway at the Capitol Mall area. Staff will evaluate utilization to ensure future implementation of the new technology is financially self-sustaining. The Council's Finance Subcommittee continues to explore revenue options to support other City operations.
• Explore revenue options, including looking into leveraging the value of TOT resources	The Council's Finance Subcommittee continues to explore revenue options to support operations. TOT funds leverage tools to expand tourism in Salem through marketing investments with the Salem Convention Center ($298,590) and Travel Salem ($810,850), the City's destination tourism promoter. In FY 2016-17, TOT investments in the community include $2.28M for maintenance of parks and grounds adjacent to City-owned historic properties and large community parks to enhance resident use of these areas as well as promote opportunities to increase tourism. An additional $387,260 is allocated to grants for operating Salem's cultural and heritage properties, as well as putting on special events throughout the City.

GOOD GOVERNANCE *(Continued)*	
• Seek community involvement and participation in decision making, raise awareness of opportunities to provide input, and actively share information with the community, including funding and/or staff support Neighborhood Associations to grow attendance and participation	Council approved the Strategic Communications Plan approved in the FY 2015-16 budget. On February 8, 2016, Council considered initial findings based on more than 60 stakeholder interviews and 500 responses gathered from a community electronic survey, a thorough assessment of Salem's communications materials and best practices in communications. Recommendations based on key findings from the Strategic Communications Plan are reflected in the FY16-17 Budget including a central communications manager to support communications and engagement efforts throughout the City. Staff participating in the City's Executive Training Program conducted a social media audit and an assessment of best practice in strengthening internal communications. Due to savings on initial contract, additional work will include expanding the effectiveness of communications with the City's Latino population, an assessment and re-working of the City's communications policies and procedures, and a training program to ensure effectiveness in communications among staff. Community Development staff have been creating videos explaining the land use process as part of the City's Community Connection news show. The goal is to better involve Neighborhood Associations and others in the land use process.
• Encourage use of renewable energy sources and resource conservation practices in City's business practices, operations and day to day activities	Through continued efforts to more efficiently operate the HVAC and lighting systems in City facilities, the City has realized $15,000 in savings at the Civic Center since July 1, 2015. And, through partnerships with the Energy Trust of Oregon, the City was able to upgrade to 95% energy efficient boilers at the Salem Public Library. This builds on efforts from FY 2008/09 through FY 2013/14 to increase efficiency and reduce energy use at City facilities, with financial support from federal grants, which resulted in 39% decrease in energy cost and 46% decrease in energy consumption at the Civic Center during same period.