

Infrastructure Bond Engagement Steering Committee

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Committee Members

Mayor Chuck Bennett, *Chair*
Councilor Jose Gonzalez
Councilor Chris Hoy
Councilor Jim Lewis
Councilor Virginia Stapleton

City Staff

Steve Powers, *City Manager*
Kelli Blechsmidt, *Management Analyst*
Josh Eggleston, *Chief Financial Officer (AIC)*
Peter Fernandez, *Public Works Director*
Krishna Namburi, *Employee, Enterprise and
Technology Director*
Mike Niblock, *Fire Chief*
Kirstin Retherford, *Urban Development Director*
Michelle Teed, *Assistant City Attorney*
Courtney Knox Busch, *Strategic Initiatives Manager*

Guests

John Horvick, DHM
Libby Barg Bakke, Barney and Worth
Clark Worth, Barney and Worth
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Meeting Agenda

Friday, February 18, 2022

1:00 p.m. – 2:30 p.m.

City of Salem Public Meeting Channel (YouTube)

To register to provide oral testimony to the committee, please sign up the day of the meeting between 8AM and 12PM on the [Committee webpage](#).

1. Call to Order
2. Approval of 1/14/2022 Meeting Minutes
3. Public Comment – each person has 3 minutes to address the Committee.
4. Updates: Communications and Engagement
 - Barney and Worth - Community Interviews and Briefings
 - John Horvick, DHM - Results of Poll
5. Presentation: Josh Eggleston - CIP Scoring
6. Discussion: Bond Criteria
7. Next Steps
 - March: prepare recommendation to Council for bond scope and projects
8. Adjourn

City of Salem Infrastructure Bond Engagement Steering Committee Minutes

DATE: January 14, 2022

CHAIRPERSON: Chuck Bennett

PLACE: ZOOM

STAFF LIAISONS:

Courtney Knox Busch

cbusch@cityofsalem.net

Josh Eggleston

jeggleston@cityofsalem.net

Members Present:

Mayor Bennett

Councilor Jose Gonzalez

Councilor Chris Hoy

Councilor Jim Lewis

Councilor Virginia Stapleton

Guests Present:

Clark Worth, Barney and Worth

Libby Barg Bakke, Barney and Worth

Staff Present:

Steve Powers, City Manager

Dan Atchison, City Attorney

Josh Eggleston, AIC Chief Financial Officer

Peter Fernandez, Public Works Director

Courtney Knox Busch, Strategic Initiatives
Manager

Krishna Namburi, Employee Enterprise &
Technology Director

Mike Niblock, Fire Chief

Kristin Retherford, Urban Development Director

James Wharton-Hess, Management Analyst II

Kelli Blechschmidt, Management Analyst I

1. CALL TO ORDER: 1:00 PM / Quorum

2. APPROVAL OF DECEMBER 3, 2021 MINUTES:

Motion by: Member Lewis

Second by: Member Hoy

Action: Motion passes

Vote:

Aye: Unanimous

Nay:

Abstentions:

3. PUBLIC COMMENT – No one signed up for oral testimony. Written in project ideas received and filed.

4. UPDATES: COMMUNICATIONS AND ENGAGEMENT

- a. Courtney Knox Busch walked through the various project ideas received thus far in the engagement process through outreach including online and in the community. Majority of the project suggestions are in the sidewalks and streets category.

Questions or Comments by: Mayor Bennett, Member Stapleton, Member Hoy, Member Lewis

Answers or Comments by: Courtney Knox Busch, Strategic Initiatives Manager, Peter Fernandez, Public Works Director

- b. Courtney Knox Busch updated the committee on polling efforts conducted by DHM research, full report is anticipated for February meeting.

Questions or Comments by: Member Hoy, Member Lewis, Mayor Bennett

Answers or Comments by: Courtney Knox Busch, Strategic Initiatives Manager

- c. Clark Worth and Libby Barg Bakke of Barney and Worth reviewed the current FAQ sheet with the Committee members and took suggestions. Noted that as the project develops, the fact sheet will change.

Questions or Comments by: Mayor Bennett, Member Hoy, Member Stapleton

Answers or Comments by: Clark Worth, Barney and Worth, Libby Barg Bakke, Barney and Worth, Courtney Knox Busch, Strategic Initiatives Manager

5. DISCUSSION: CONSIDERING PROJECTS IN BOND PROPOSAL

- a. Courtney Knox Busch reviewed with the Committee a draft copy of the proposed bond criteria for projects. Suggested criteria include equity and climate considerations, if the projects are bondable and operational cost considerations.

Questions or Comments by: Member Lewis, Mayor Bennett, Member Stapleton

Answers or Comments by: Courtney Knox Busch, Strategic Initiatives Manager, Josh Eggleston, AIC Chief Financial Officer

6. NEXT STEPS

- a. Courtney Knox Busch reviewed the next steps for the February meeting which will include the results of the DHM polling effort, and the Community Interviews being conducted by Barney and Worth. The March meeting will provide more opportunity and potentially a list of projects to recommend to Council.

Questions or Comments by: Mayor Bennett, Member Lewis

Answers or Comments by: Courtney Knox Busch, Strategic Initiatives Manager, Peter Fernandez, Public Works Director, Clark Worth, Barney and Worth

7. ADJOURNMENT: 2:00 PM

The next meeting is scheduled for Friday, February 18, 2022 at 1:00 PM.

From: noreply@cityofsalem.net on behalf of sjogrenkaren2@gmail.com
To: [Bond 2022](#)
Subject: Contact City Manager's Office
Date: Thursday, February 10, 2022 10:45:28 AM
Attachments: [ATT00001.bin](#)

Your Name	Karen J Sjogren
Your Email	sjogrenkaren2@gmail.com
Your Phone	5035667326
Street	521 taybin Rd nw
City	salem
State	OR
Zip	97304
Message	It doesn't make sense to build infrastructure without operating funds. The west Salem branch library remains closed. So please devote some of the bond money to funding this branch library. Of course, there is probably a safety issue until the homeless population is out of Wallace Marine park. The sidewalk project on Wallace has been taking forever. i would like future bond money to go towards sidewalks, but projects have got to be better implemented than this one.

This email was generated by the dynamic web forms contact us form on 2/10/2022.

Salem Community Improvements Funding Community Interviews

HIGHLIGHTS

Funding for Salem's Major Projects

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. Salem City Council is looking at paying for these capital projects through a community improvements bond measure for voters to consider in November 2022.

There's an opportunity to pay for up to \$300 million of the needed improvements without increasing the City's property tax rate. This is because several previous bond measures will be retired and removed from the tax rolls over the next decade. Bond funded projects would save money currently spent on repairs and maintenance of outdated facilities and equipment, and improve energy efficiency. At the same time, City leaders are exploring alternative funding sources to help support these community improvement needs – including federal and state grants.

Community Interviews

As an early step, the City of Salem's consultant – Barney & Worth, Inc. – interviewed a cross-section of 20 community leaders: the Mayor and members of City Council, the City Manager and his designated interim replacement, business and community leaders, neighborhood associations, employee union representatives and others who are involved or have a possible interest in a funding measure.

Participants were interviewed by phone and asked about their involvement in the capital funding discussions, and invited to share their views on project priorities, the target amount, election timing and effective voter communications.

This report reflects the advice, feelings and attitudes of the individuals interviewed. It is not intended to provide a statistically valid profile of community opinion as a whole.

Highlights

The following highlights summarize the leading points offered by community leaders who were interviewed regarding funding for Salem community improvements.

1. There's no question about Salem's need for capital improvements.

Participants point to unmet capital needs totaling over \$2 billion. They have no doubts there are any number of major projects that are becoming urgent. \$300 million wouldn't come close to covering all of those needs, they say, but could make a significant difference.

"We're an old City; lots of needs here."

"The bond is really crucial."

“Homeless and public safety are the community’s #1 issues.”

“There are a lot of needs, we have crumbling sidewalks here and people are getting injured.”

“West Salem needs more resources and services.”

“Even with \$300 million, not everyone is going to be happy.”

2. The chance to raise up to \$300 million without increasing the property tax rate is a strongly compelling “window of opportunity.”

The results of 2021 focus group discussions provide convincing evidence that this rationale would appeal to Salem voters. The City of Denver’s reported success in passing a large, multi-faceted measure is also given as a sign for optimism.

“A good number – no tax increases.”

“Freezes taxes for 10 years.”

“Saw a news story they were talking about it, and that it wouldn’t raise tax rates.”

“Maximizes the bond capacity without increasing taxes.”

3. Not all projects on the list hold equal appeal.

The menu of community improvements is described by some observers as “too long”, and by others as an aspirational “Christmas Catalog”. None of the funding categories enjoy uniform support and some of the categories are said to be “squishy” – not yet well defined and not “bond-worthy”. Atop the priority list are fire engines, streets and sidewalks, and affordable housing / shelter. At the bottom end are Civic Center earthquake safety improvements and technology and cybersecurity (shortened by most stakeholders to “IT”). These projects are said to hold less appeal for voters, and participants suggest that alternate funding sources may be more appropriate than the General Obligation bond for these items. Issues identified for each funding category are shown below.

Category	Issues
Fire engines and equipment	<ul style="list-style-type: none">• Other, better funding methods• Replace fire engines with electric• Rethink fire protection
Streets and sidewalks	<ul style="list-style-type: none">• Debate about project priorities: streets vs. bike / walk• Not enough money
Upgrade parks	<ul style="list-style-type: none">• Debate about project priorities: maintenance vs. upgrades vs. new parks• Projects unclear• Private fundraising potential
Site for affordable housing / shelter	<ul style="list-style-type: none">• Projects unclear

	<ul style="list-style-type: none"> • Debate about affordable housing vs. shelter
Earthquake safety for Civic Center	<ul style="list-style-type: none"> • Confusion with library seismic upgrade • Other better funding sources • Less appeal to voters
Technology and cybersecurity	<ul style="list-style-type: none"> • Projects unclear • Other better funding methods • Less appeal to voters • Candidate for audit
Sites for future fire stations	<ul style="list-style-type: none"> • Not needed now • “Baggage” from earlier fire station closures • Rethink fire protection

4. A “big, complicated measure” will be difficult to explain and hard for voters to grasp.

The measure promises a wide range of appealing benefits to the community. But some participants report they are already experiencing confusion when community groups are introduced to the concept.

“\$300 million seems like a number pulled out of a hat – no more than a back of the napkin estimate.”

“It makes sense, but I could see how some people in the community might have a negative reaction to the size.”

“So far, there’s no unifying theme here – only ‘trust me’.”

“People don’t want to vote on generalities and group projects.”

“There has been a long history of the City getting money from bonds and it disappears.”

“\$300 million can’t be the lead or we won’t pass this measure.”

5. November 2022 is the earliest election opportunity for a General Obligation bond measure, with strong voter turnout anticipated. But that timing also faces challenges.

- In the view of some observers, that doesn’t leave enough time for public education and authentic input on bond project priorities.
- Other high profile initiatives (Climate Action Plan) are grabbing public attention.
- Several City Council seats are expected to be open and contested in the same election cycle.
- There may be competition on the November ballot from other public agency funding measures.
- The pandemic continues to disrupt people’s lives and livelihoods.

- Agencies are seen as already being awash in taxpayer dollars, thanks to COVID funding programs.
- Public sentiment is turning sour and is increasingly anti-government.

“This particular year is a good time because there will be a lot of voter turnout with midterm elections.”

“Timing seems appropriate.”

“There’s never a good time.”

“I wish there was more time to spend with the community.”

“Timing is all wrong – too short. There’s been nothing vaguely close to public discussion of this.”

“The problem I’m hearing from people is that they’re being economically challenged by the pandemic.”

“People are exhausted.”

“Everyone is running on fumes of free money.”

6. A multi-faceted communication program will be essential to reach Salem voters.

Today’s communication landscape has changed profoundly. Traditional communication methods – daily newspaper, local television news – have declined in penetration, but other channels have emerged. Community leaders recommend Salem embrace this new environment for communication, launching a public education campaign that employs multiple methods and tools to effectively reach every Salem voter.

“Use the shotgun approach. Communicate in every way you can.”

“Need a communication plan that includes social media, grassroots plus community influencers.”

“We need two-way engagement in priority-setting.”

“Share personal stories about how people are impacted by the lack of improvements.”

“This will be a very expensive campaign.”

Communication Channels / Methods	
Social media Newspapers Mailers Utility bill inserts Neighborhood associations / newsletters Chamber of Commerce / business community Lawn signs	Schools / PTAs Advocacy / user groups: Fire Foundation, Friends of Parks, etc. City Council members as “ambassadors” Storytelling; humor Door-to-door

7. Who will lead the campaign?

There's no clear choice to lead a funding measure campaign. So far the funding concept is little known outside City Hall. Success in past elections has relied on "name" community leaders who contributed their public endorsements and financial support. Many potential supporters are named, but the question of champions for this measure remains open.

Potential Funding Advocates

Neighborhood associations
Employee unions
Public safety advocates
Homeless advocates
Parks advocates
Climate activists
Business / development community
Seniors
Progressive civic organizations

8. The most optimistic voices say they are "ready to go".

Among the community leaders interviewed, a handful are fully on-board, able to articulate the critical need for these projects, and are ready to "hit the campaign trail."

"I will do anything to get it passed. Tell me what to do."

"I'm terrified at the prospect of failing, and willing to devote significant time and professional expertise."

"Happy to help with public speaking."

"I'm chomping at the bit to get going."

9. Final advice

When asked to provide their "single most important piece of advice" for the potential bond measure, participants offer a wide range of views. The counsel given most often is "stay on message." Also emphasized is the need for robust public engagement.

"This is worthy of our support."

"Stay on message: 1. No increase in taxes. 2. These are critical needs. 3. Open, transparent public process."

"We need to rigorously stay on-message! We need to avoid squishy messaging."

"Make it an open process where the City takes to heart some of the suggestions from the community."

"The more outreach the better. Make it abundantly clear this is based on public input."

"People want to vote on single issues – not write a blank check."

"Start with a Fire-only ballot measure, followed by transportation."

"Start working on Plan B."

A list of the persons interviewed and discussion questions are attached.

Salem Community Improvements Community Interviews

PARTICIPANTS Rev. 12/28/21

Mayor Chuck Bennett

Councilor Tom Anderson

Councilor Jose Gonzalez (Latino Business Alliance)

Councilor Chris Hoy

Councilor Jackie Leung

Councilor Jim Lewis

Councilor Vanessa Nordyke

Councilor Trevor Phillips

Councilor Virginia Stapleton

Steve Powers and Kristin Retherford, City Manager and Interim

Laura Dorn, Salem Area Chamber of Commerce

Matt Brozovich, Salem Professional Firefighters Local 314

Kathy Knock, AFSCME

TJ Sullivan, former City Councilor

Lynn Takata, Northeast Neighbors (NEN)

Bayard Mentrum, Northgate Neighborhood Association

Mike Freitas, West Salem Neighborhood Association

Levi Herrera-Lopez, Mano a Mano

Phil Carver, 350 Salem

City of Salem Community Improvement Bond Survey

January 2022



Research purpose

- Measure voter support for possible community improvement bond to fund public infrastructure
- Identify public infrastructure priorities
- Identify reasons to support possible bond

Methodology

- Hybrid (phone and text-to-online) survey of N=400 Salem registered voters
- Conducted January 12–17, 2021; 12 minutes to complete
- Available in English and Spanish
- Quotas set by age, gender, race, area of the city, education, homeownership status, and party affiliation to match the demographics of voters in Salem
- Margin of error $\pm 4.9\%$
- Due to rounding, some totals may differ by ± 1 from the sum of separate responses

Infrastructure perceptions and initial bond support

- Salem voters view the condition of the city's public infrastructure as poor and believe that it's getting worse, which demonstrates they understand the need and urgency of making improvements.
- Initially 49% of voters say they would likely support a possible community improvement bond to fund infrastructure needs.
- When voters learn the bond will not increase property tax rates, support increases to 60%.

Infrastructure priorities

- When it comes to perceived infrastructure needs, voters prioritize maintenance and repair of existing streets, bridges, and sidewalks above all else.
- Purchasing land for affordable housing, building new streets and sidewalks, and replacing aging fire engines and equipment constitute the second tier of priorities.
- A third tier of priorities includes upgrades to data security, improvements to existing parks, purchasing land for future fire stations, and seismic renovations to the Civic Center.

Infrastructure priorities among key groups

- These priorities are broadly shared by voters across all demographics, with some key differences:
 - Younger voters and voters in West Salem are the most likely to prioritize building new streets to reduce congestion and improve safety.
 - Younger voters, lower-income voters, and renters are the most likely to prioritize purchasing land for affordable housing.
 - College graduate and renters are the most likely to prioritize improvements to parks.
- While affordable housing is a high priority for most voters, one in three voters also consider it a very low priority, suggesting it is the most controversial of the potential infrastructure projects.

Community improvement bond concept

- Independent of the specific projects that the bond might fund, voters agree with the basic concept of a large and multipurpose bond.
- They find the concept especially compelling because it will involve independent citizen oversight, will require no increases in current tax rates, and will allow the city to make long-range plans.

Projects the proposed bond would fund

- When voters hear more about the projects that the proposed bond might fund, most respond positively, especially when it comes to improving streets and sidewalks, upgrading data security, purchasing new fire engines and life-saving equipment, and opening two new fire stations.
- Voters also have a positive response—though not as high—to how the bond would enable investments in permanent supportive housing and temporary shelters, upgrades to city parks, and seismic and accessibility upgrades to the Civic Center.

Informed support and key supporters

- After hearing positive statements about the bond concept and improvements, support for the bond increases to 65%.
- There is broad voter support for the bond across key demographics, including area of the city, gender, age, race, income, education, and homeownership status. Support is highest among women, college graduates, and renters.

Swing voters

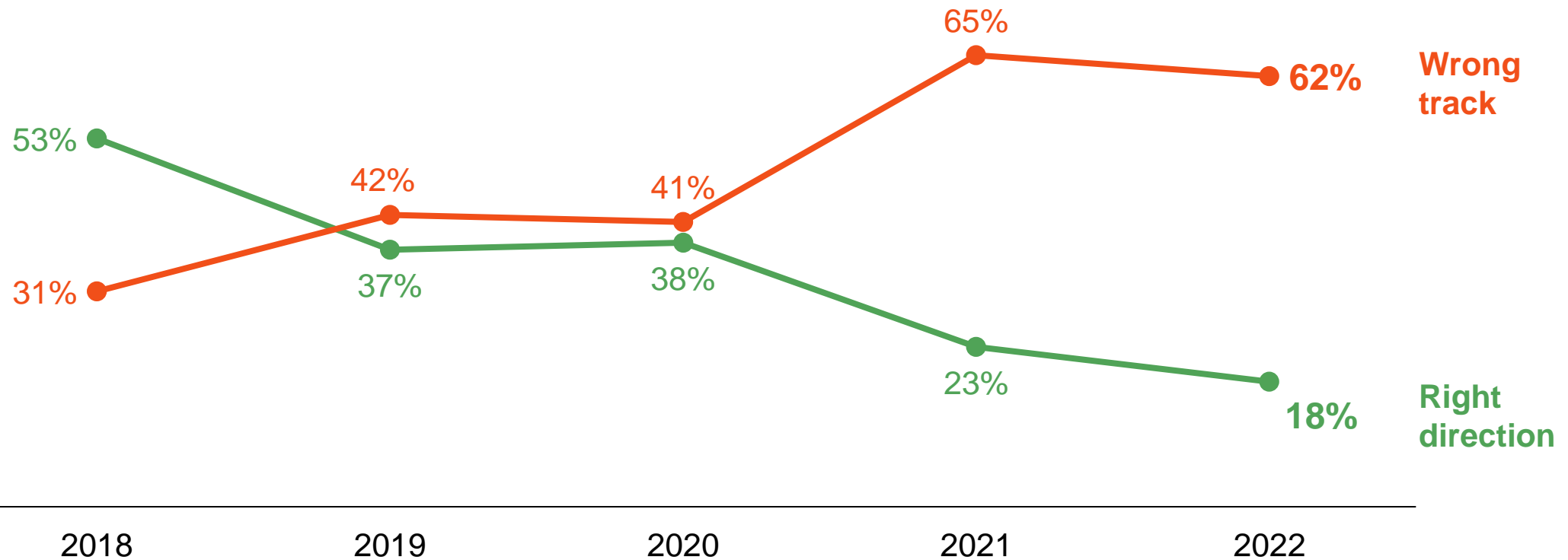
- Swing voters are voters who in the final bond test are only “somewhat likely” or “somewhat unlikely” to support the measure or who still “don’t know.” While their support is soft, they lean more heavily toward support of the bond.
- Swing voters are also more likely be NAV/other voters.
- They share the same infrastructure priorities as most voters, but they also respond more positively than most voters to the basic components of the bond concept: citizen oversight, no tax rate increase, and long-range planning. Highlighting these components will likely encourage more swing voters to support the bond.

A note of caution

- Voter sentiment about the direction of the city is negative. Such negativity can reinforce mistrust of city leaders, raise doubts about financial management of taxpayer money, and depress support for potential money measures.
- While 2 in 3 voters see the bond as part of an accountable, affordable, and long-term plan to address key infrastructure needs and to help put the city back on the right track, roughly 1 in 3 say they are unlikely to support the bond, with most of these voters saying they are “very unlikely” to support it. A motivated and organized minority can pose a challenge to a successful bond effort.

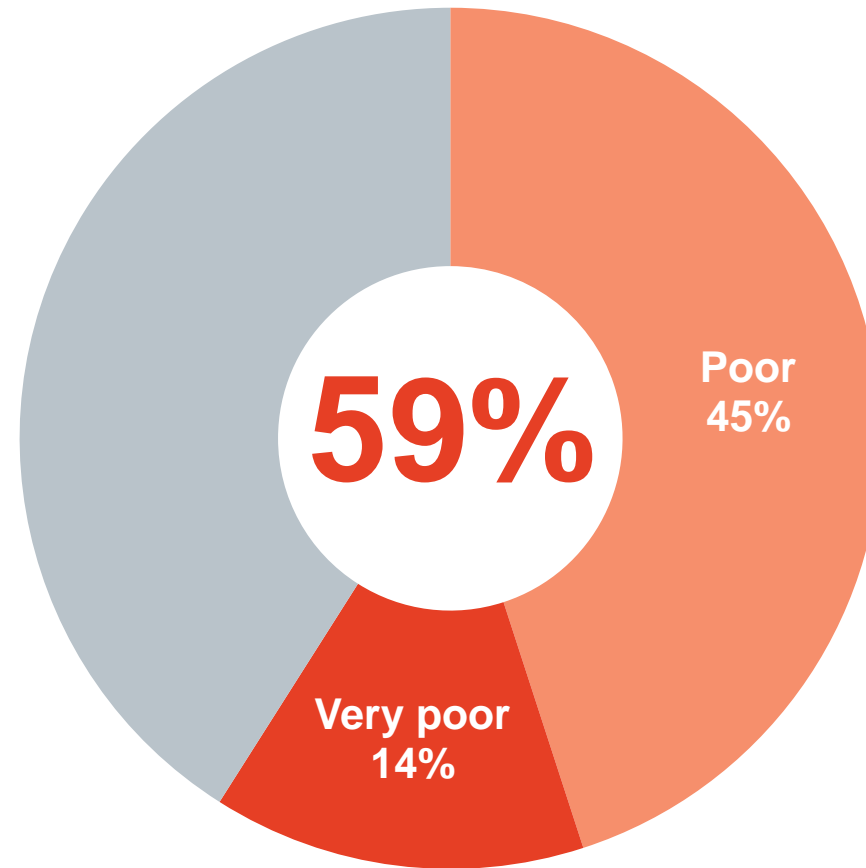
Voter mood

Especially in the last two years, voters are more likely to feel things in Salem are off on the wrong track.

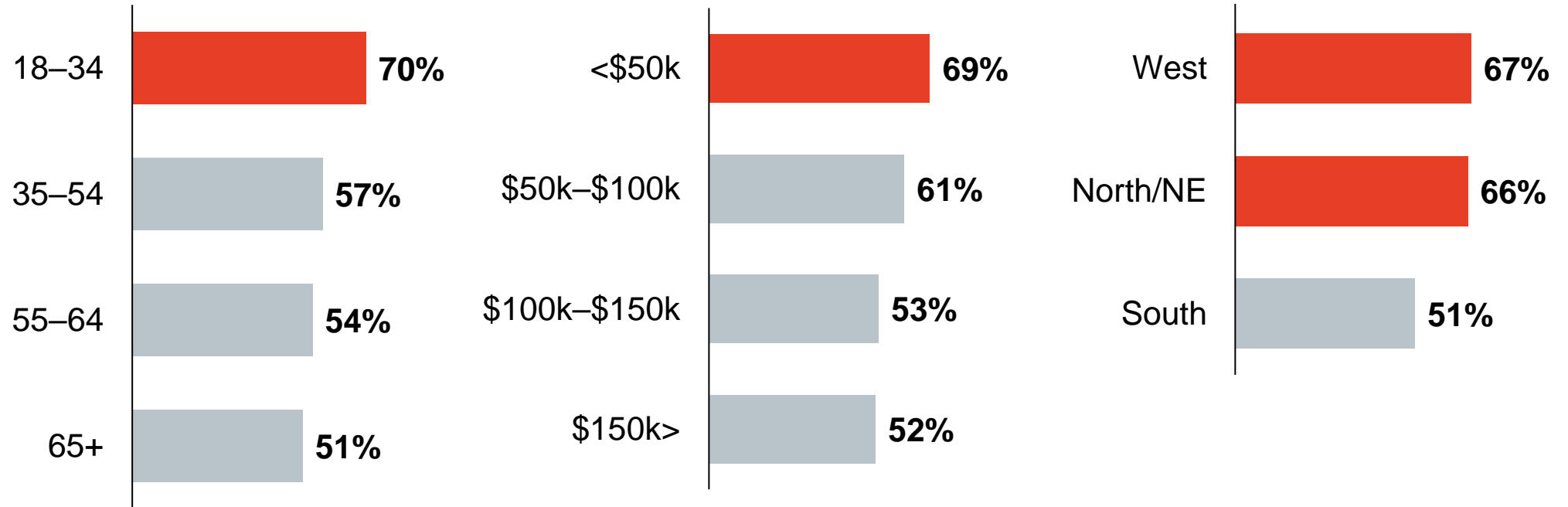


Public infrastructure

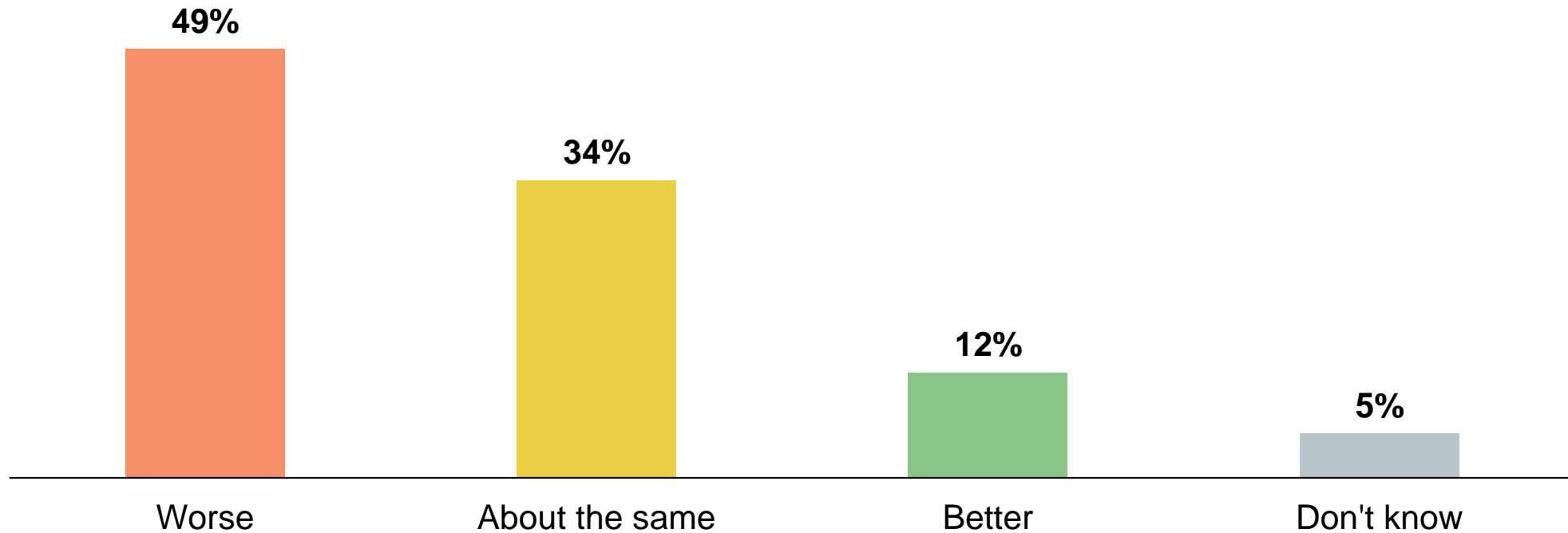
A clear majority of Salem voters rate the condition of the city's infrastructure as either poor or very poor.



Younger voters, lower-income voters, and residents in West and North/NE Salem are more likely to rate infrastructure conditions poorly.

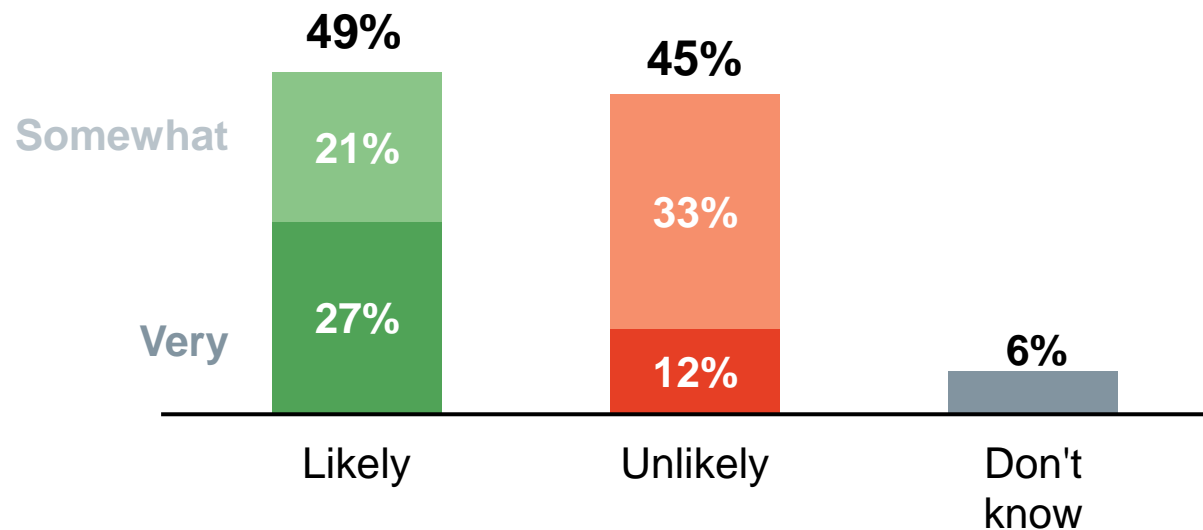


The number of voters who say the condition of Salem's infrastructure is worse than two years ago exceed those who say it's either the same or better.



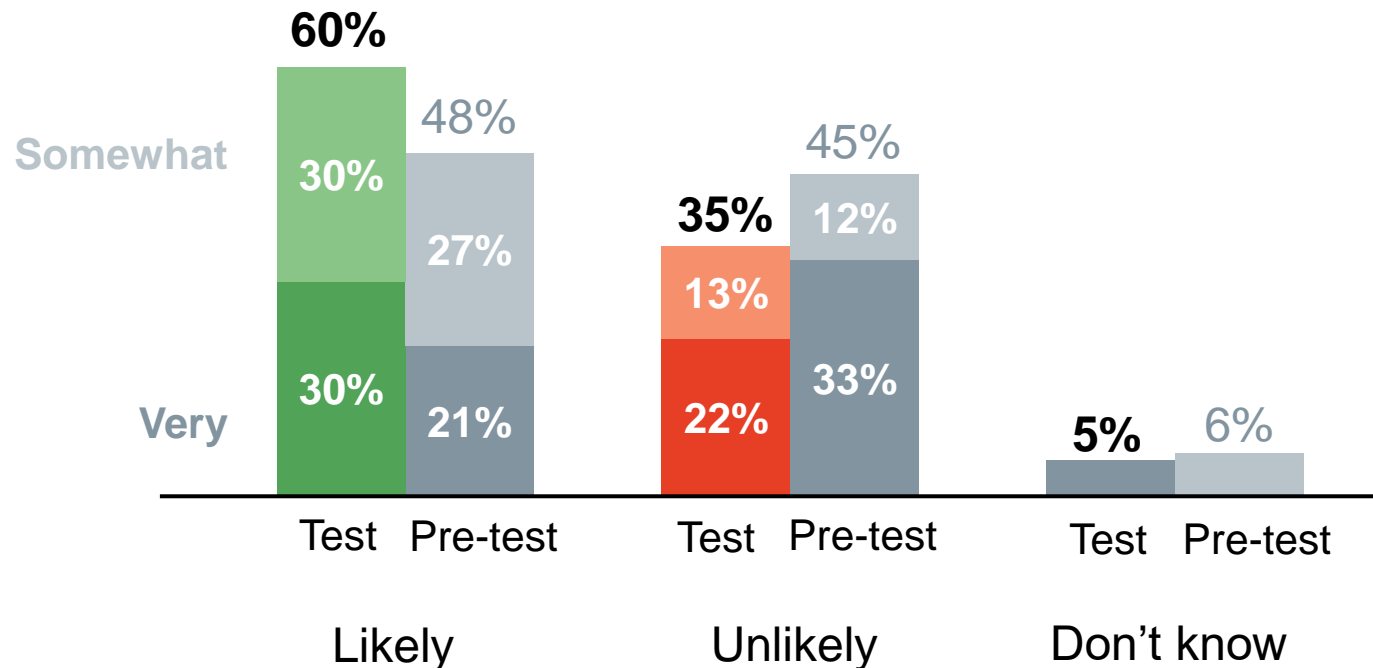
Initial bond tests

49% of Salem voters initially say they are likely to support a community improvement bond.



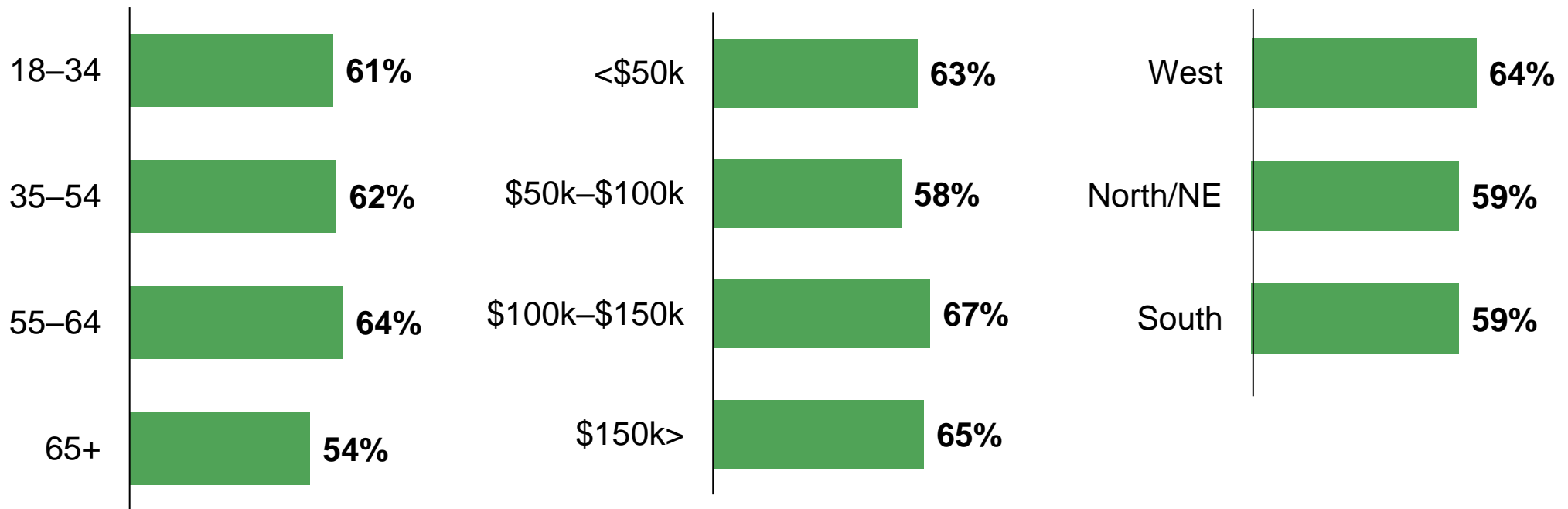
The Salem city council is in the process of building a plan for the city's long-term public infrastructure needs. This survey will ask about a possible community improvement bond that would fund public infrastructure needs in Salem. Based on what you know now, how likely, or not, would you be to support a community improvement bond measure, paid by property taxes, to fund public infrastructure needs in Salem?

Support increases to 60% when voters learn they can approve the bond without increasing current property tax rates.



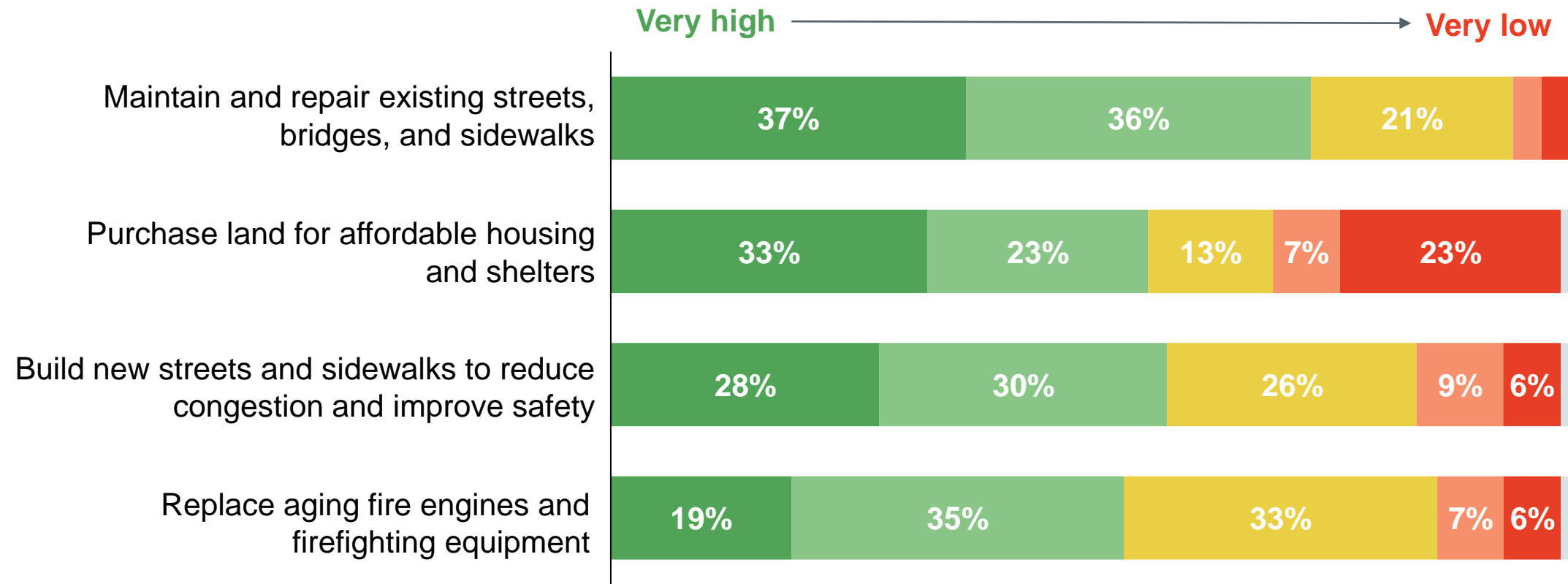
Here is some additional information. Over the next ten years, the City of Salem will finish paying off some existing debt from past bond measures. Because of this, Salem voters could approve up to \$300 million in bonds to pay for infrastructure without increasing current property tax rates.

There is broad community support for the bond across many demographics, including by age, income, and area of the city.

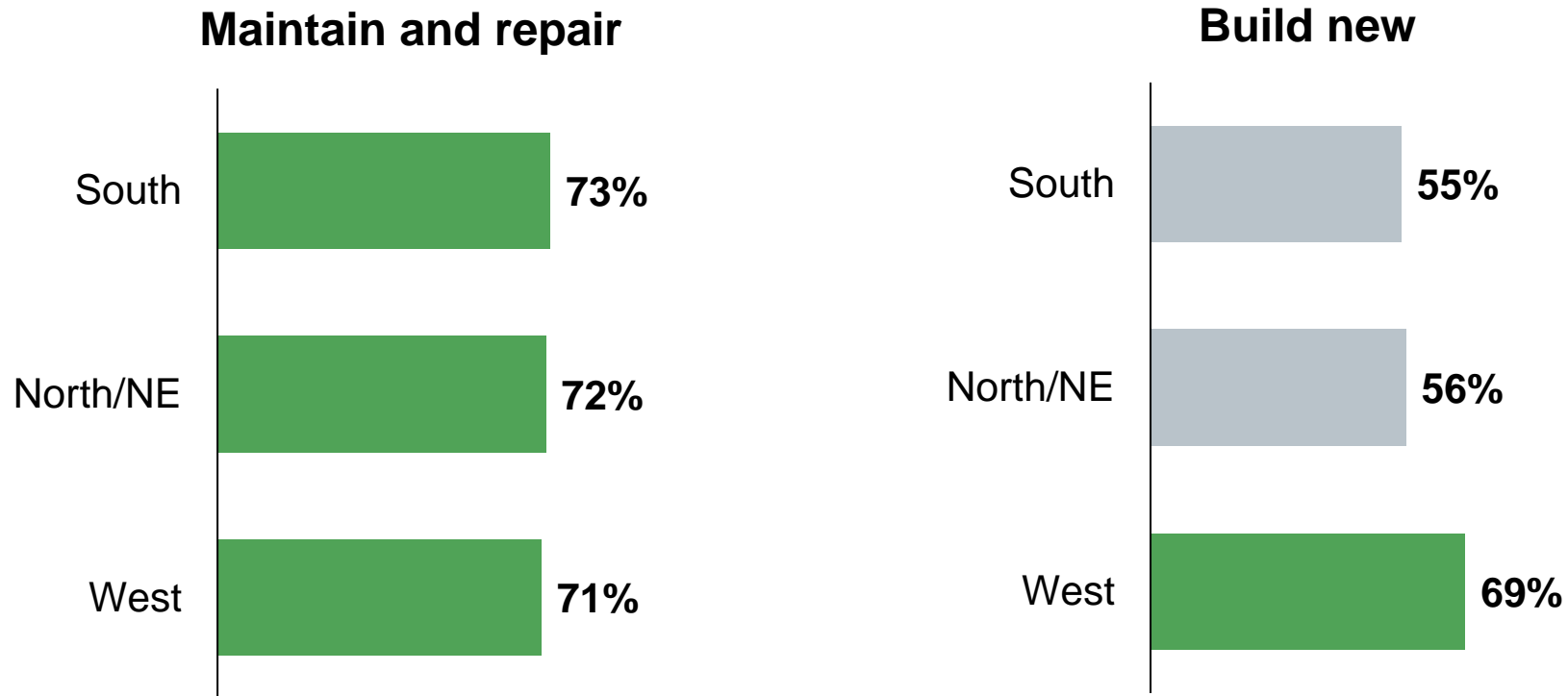


Infrastructure priorities

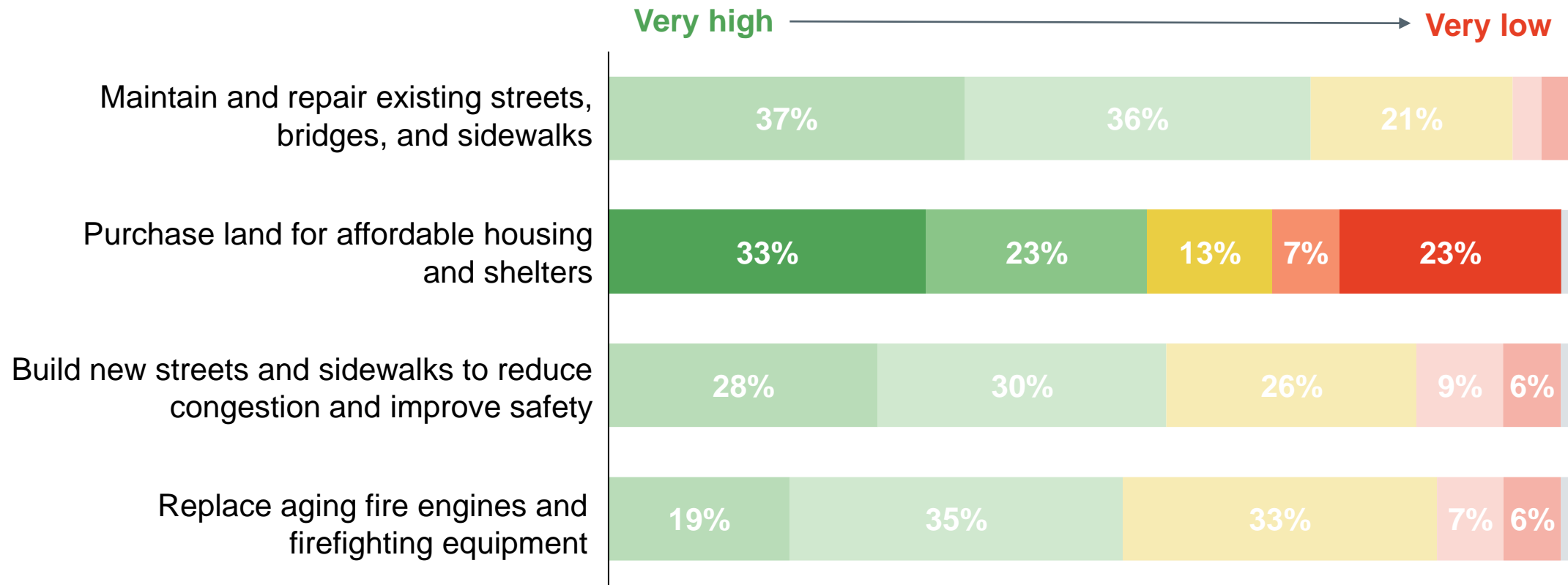
Maintaining existing streets, bridges, and sidewalks is a high priority for Salem voters, followed by purchasing land for affordable housing, building new streets and sidewalks, and replacing aging fire engines and equipment.



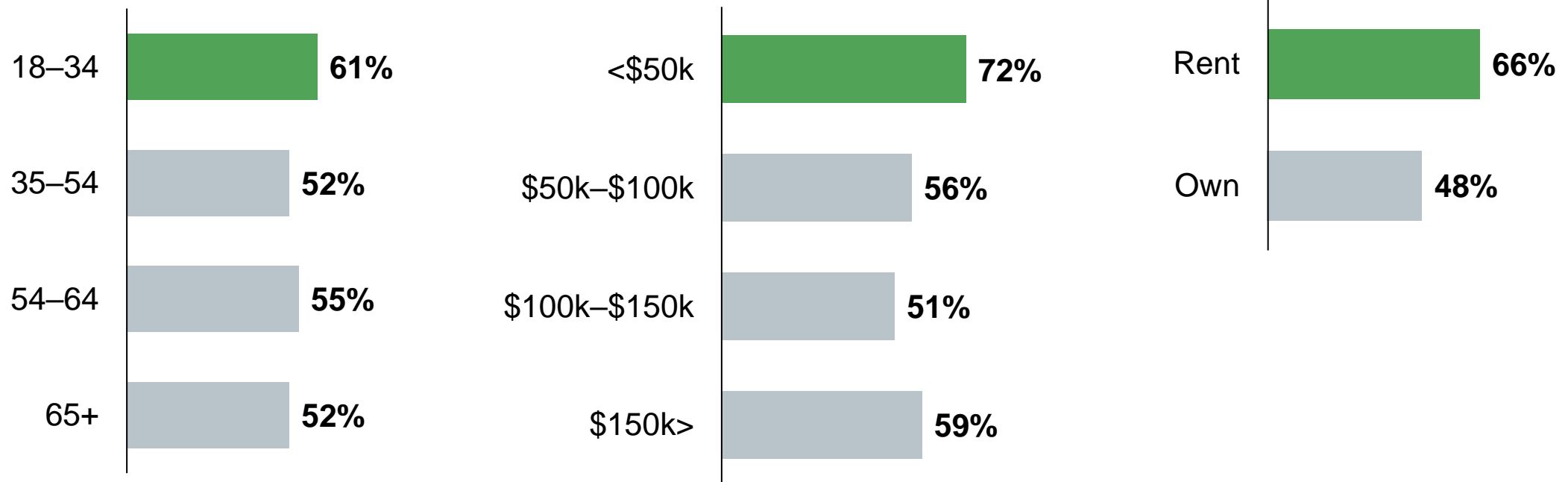
Voters across the city highly prioritize maintaining existing streets, bridges, and sidewalks, with West Salem voters equally likely to prioritize building new.



While a majority views purchasing land for affordable housing and shelters as a high priority, it's also a low priority for roughly 1 in 3 voters. In short, affordable housing infrastructure is a more polarizing issue.

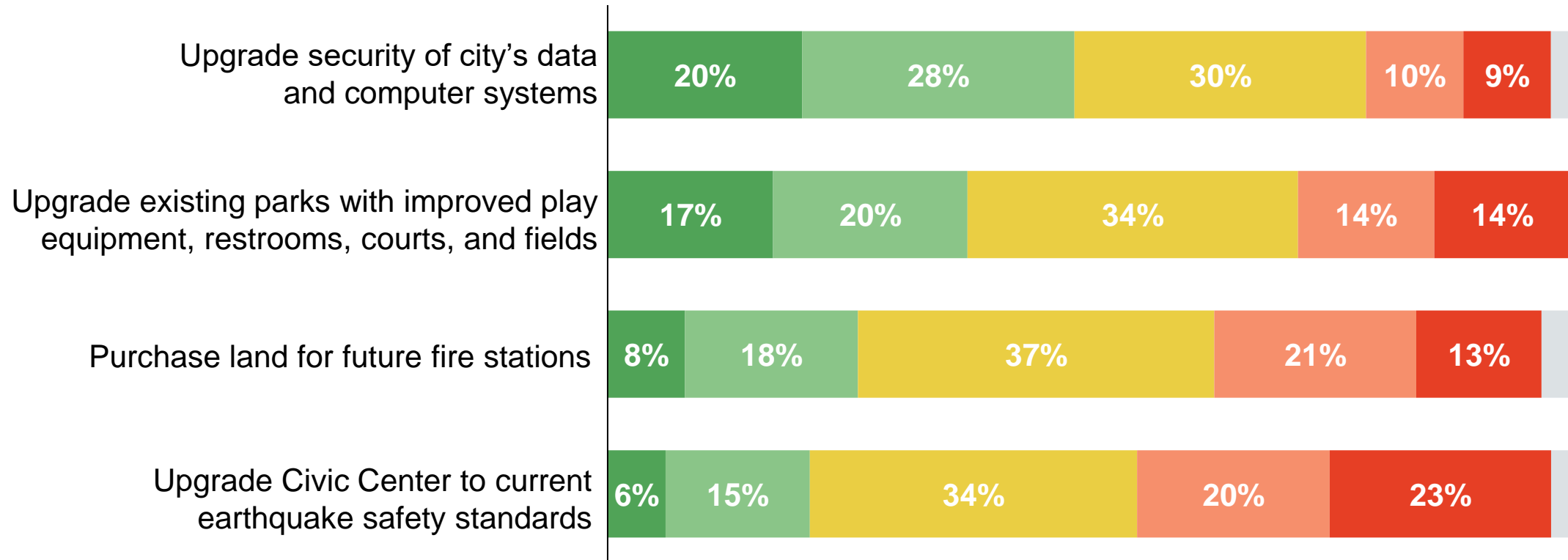


Younger voters, lower-income voters, and renters are more likely to consider investments in affordable housing and shelters as a high priority.

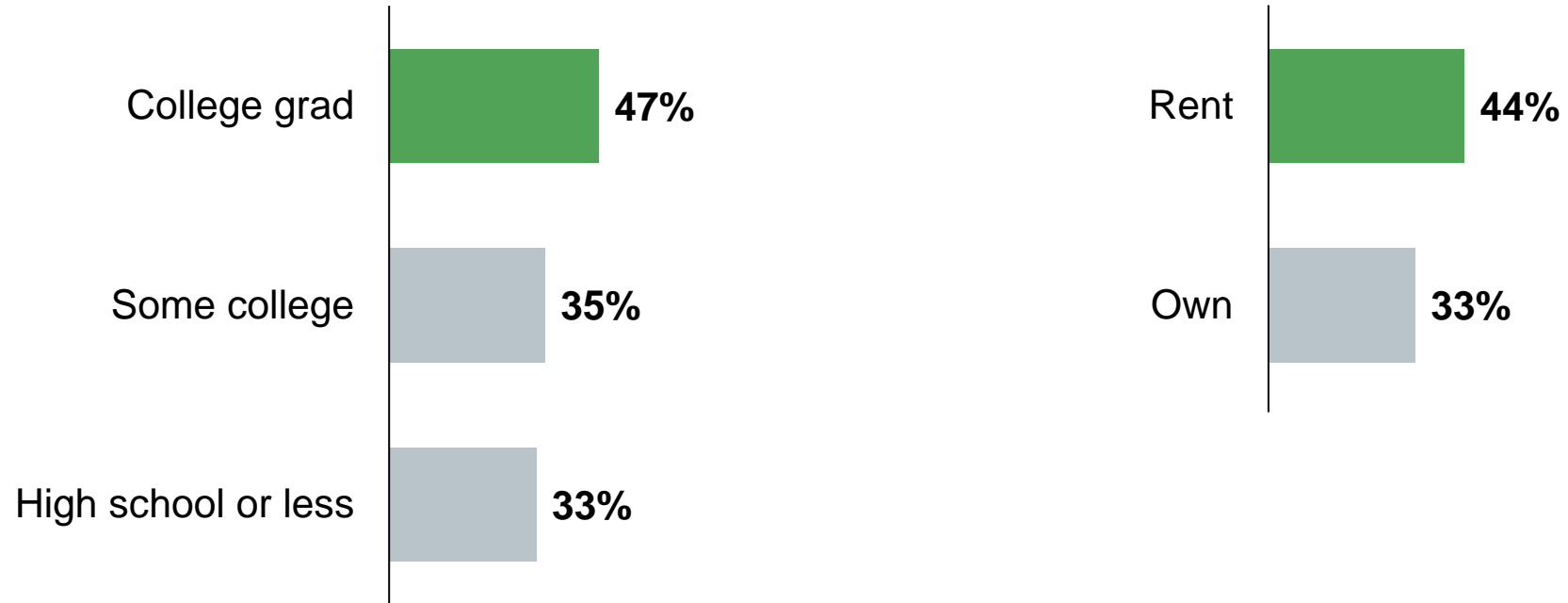


Fewer voters—less than a majority—consider improvements to data security, parks, and the Civic Center, and land for future fire stations, as high priorities.

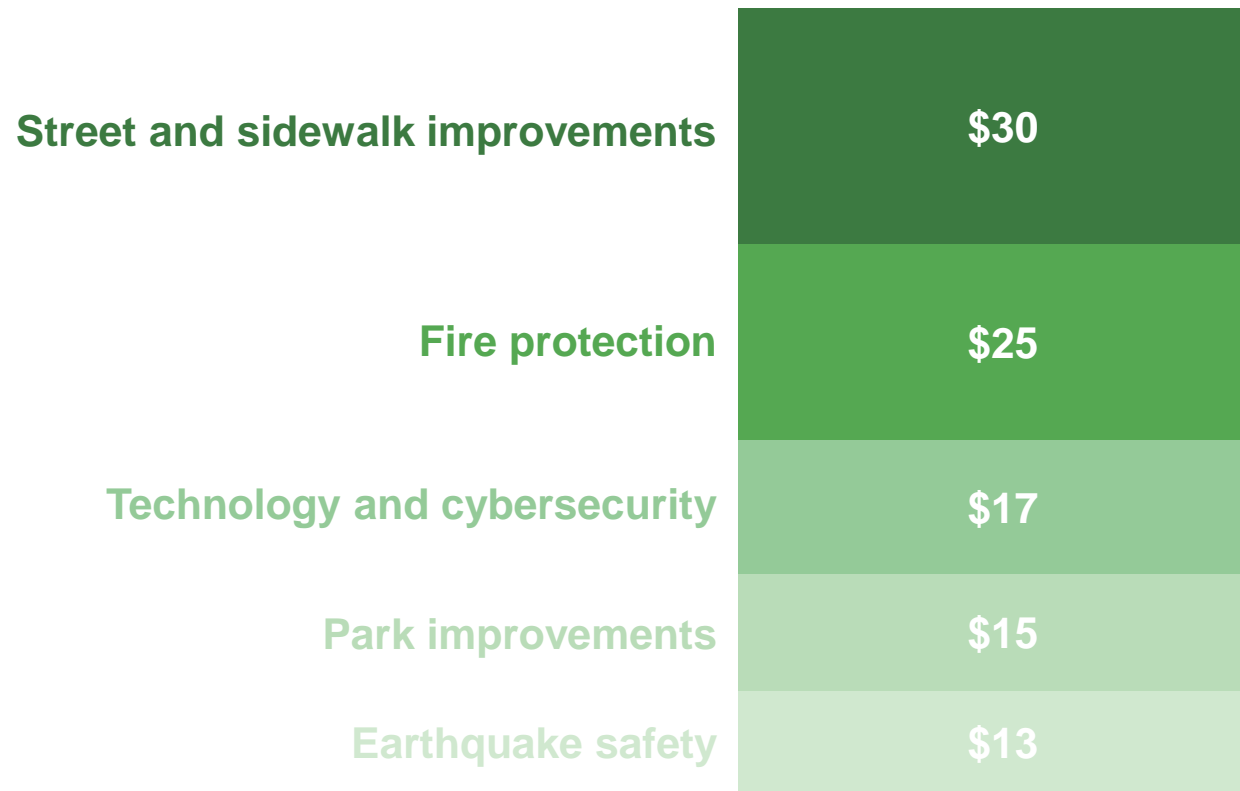
Very high
→
 Very low



College graduates and renters are slightly more likely to view parks improvements as a high priority.

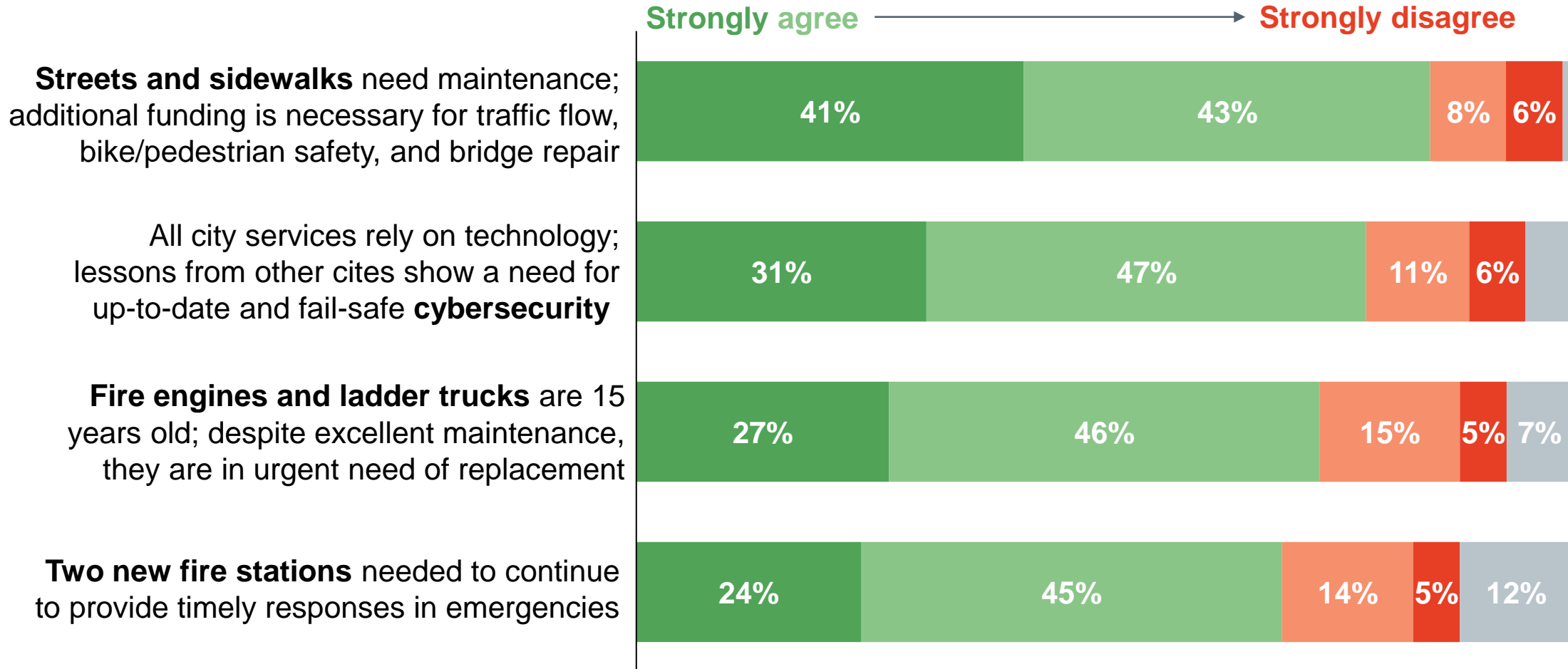


Provided with a hypothetical \$100 budget, voters are most likely to allocate dollars toward street and sidewalk improvements or fire protection. Technology upgrades, park improvements, and seismic safety receive less money.

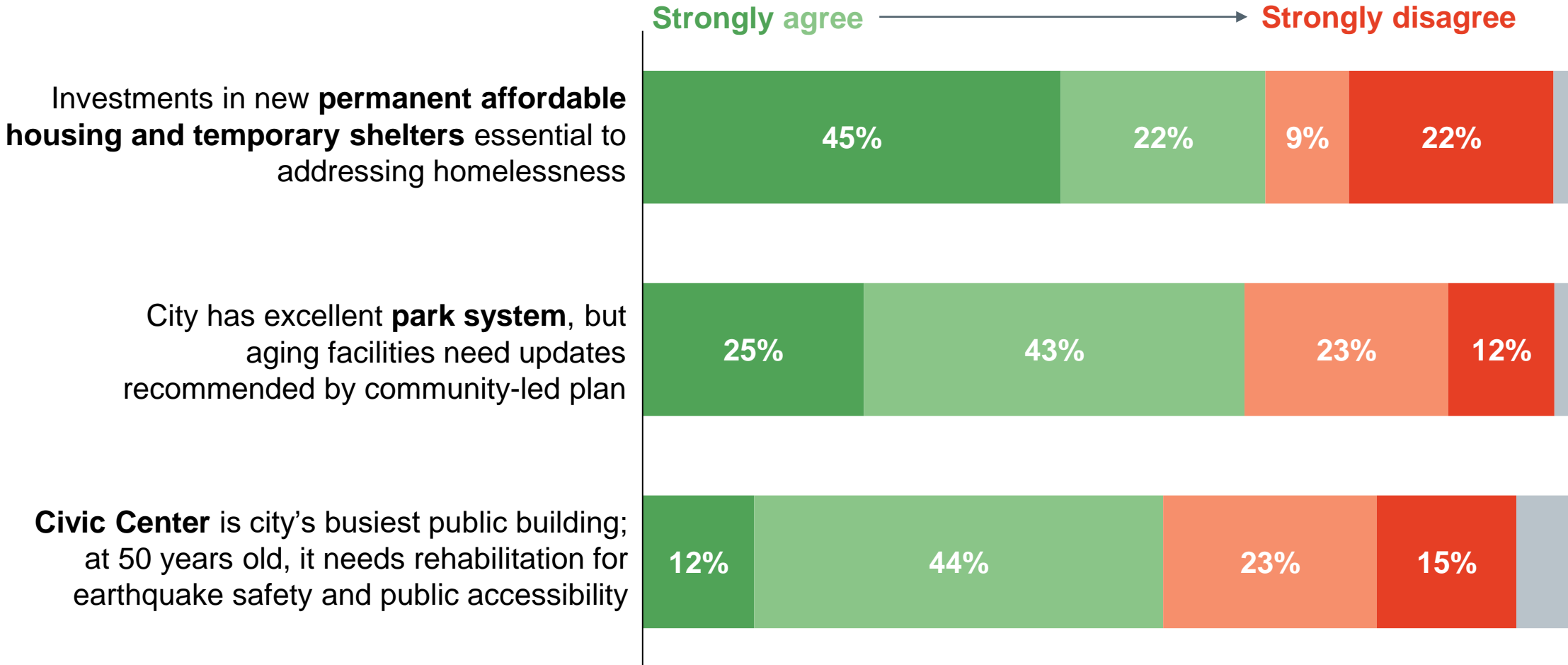


Infrastructure statements

Strong majorities agree with statements about the benefits of public infrastructure investments, especially when it comes to investments in streets and sidewalks.

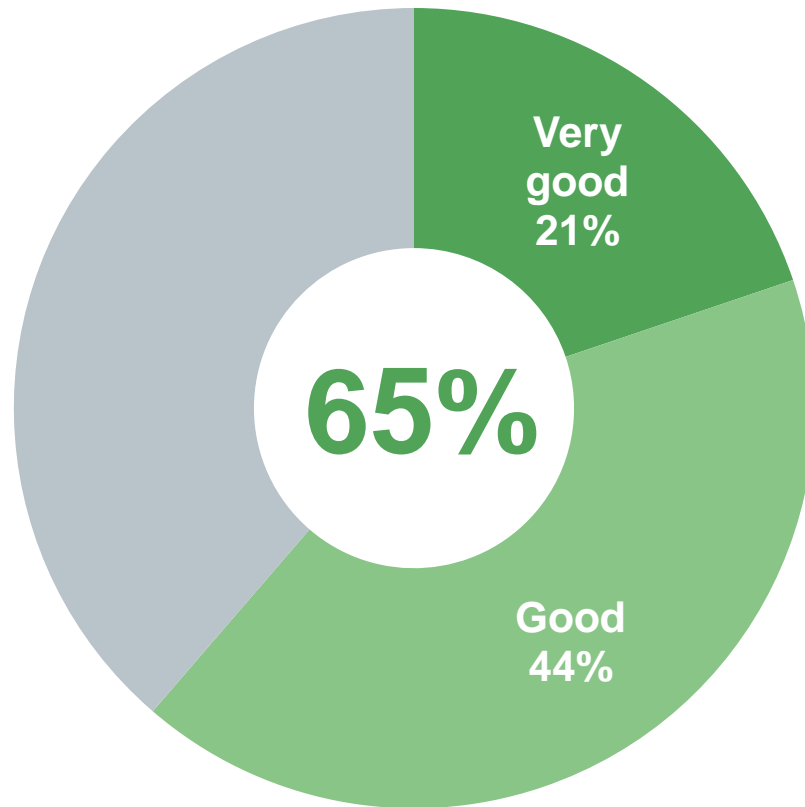


While majorities respond positively to all statements about the benefit of infrastructure investments, there is also “very strong” disagreement when it comes to affordable housing.



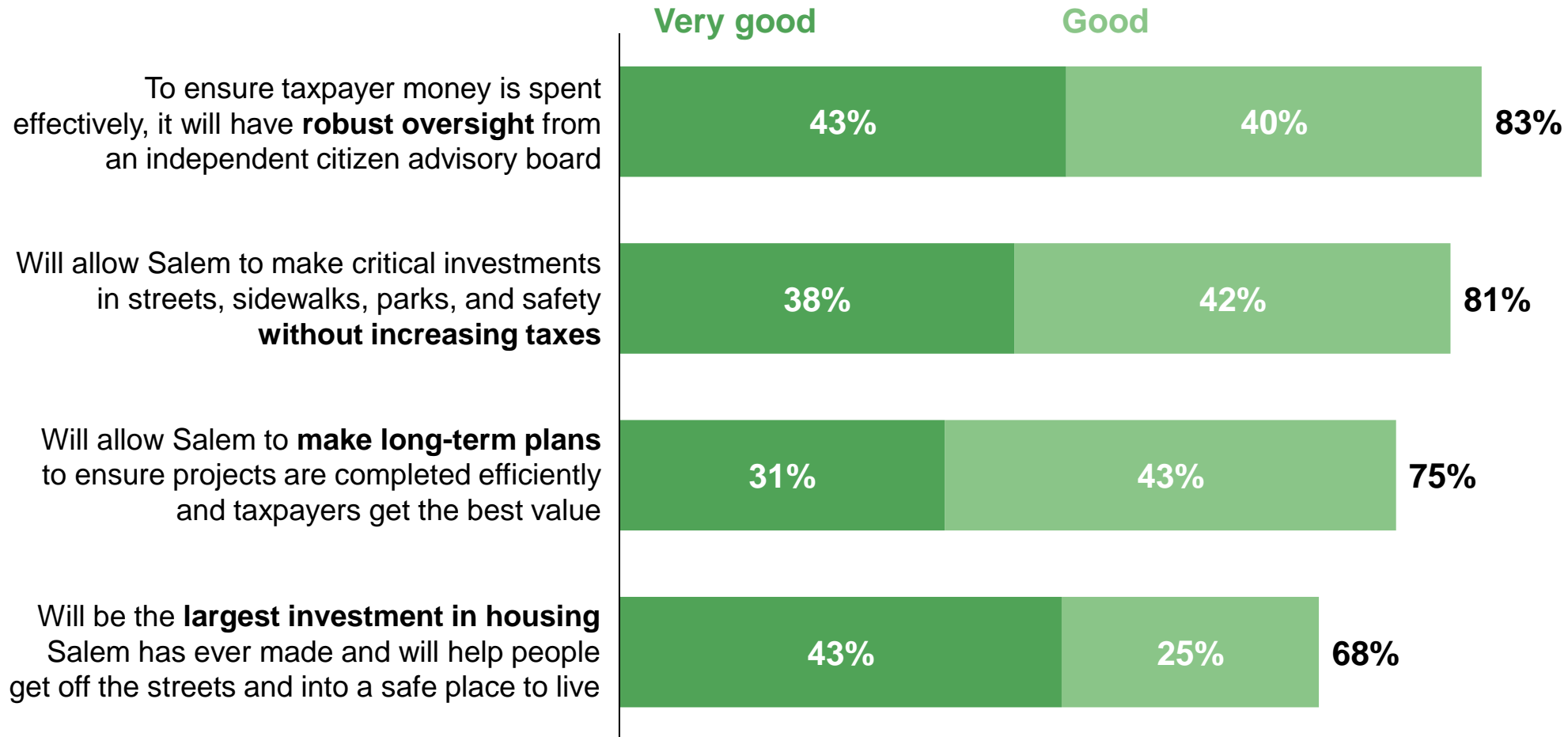
Reasons to support bond concept

2 in 3 voters say a large and multipurpose bond is a good idea because it will allow the city to make long-term plans without going back to voters repeatedly.

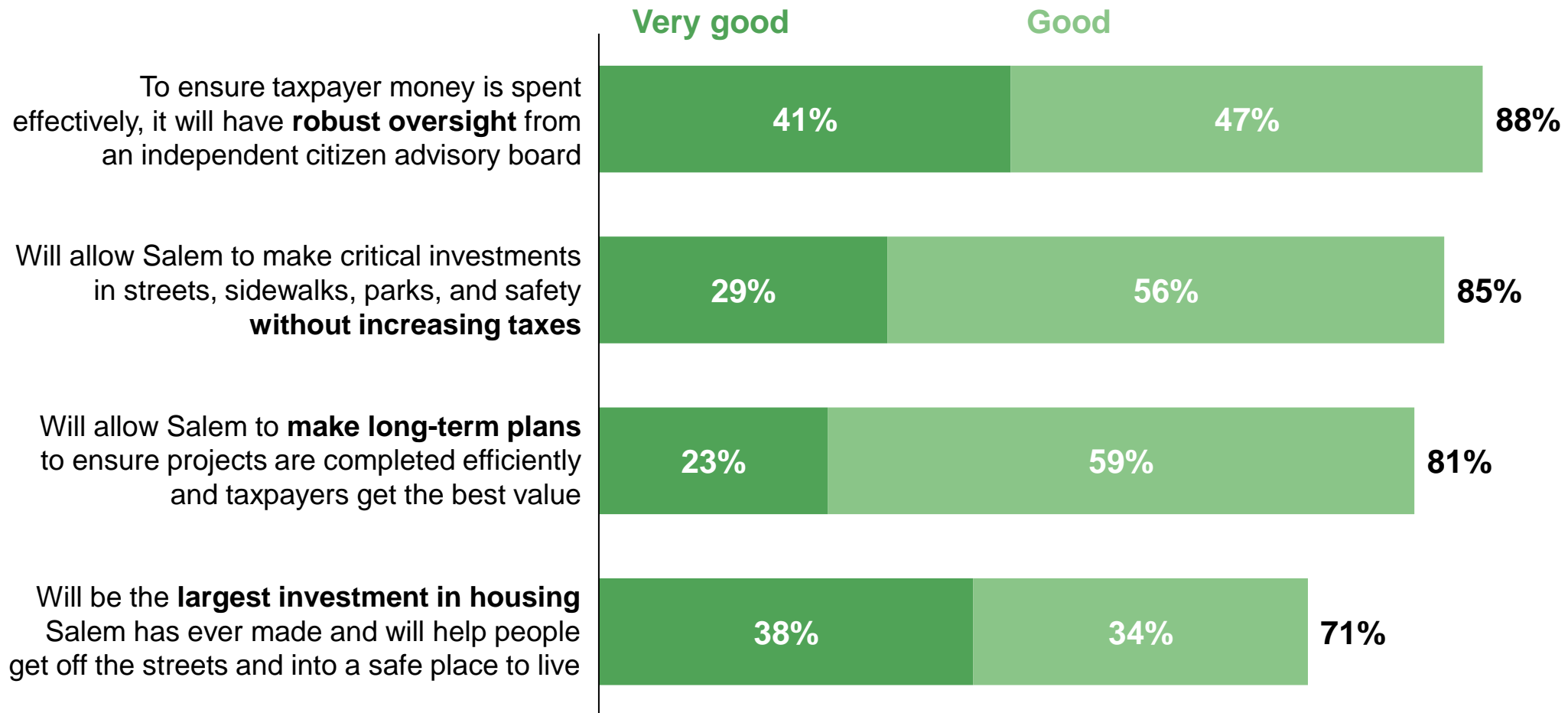


This proposed community improvement bond measure is different than others Salem voters have supported. It is larger and funds more projects. The City of Salem is considering doing this because it will allow the city to make long-term plans without having to go back to voters again and again. If this measure passes, the City of Salem commits to not asking voters to support another bond measure until this community improvement bond is spent down, which would be in about a decade.

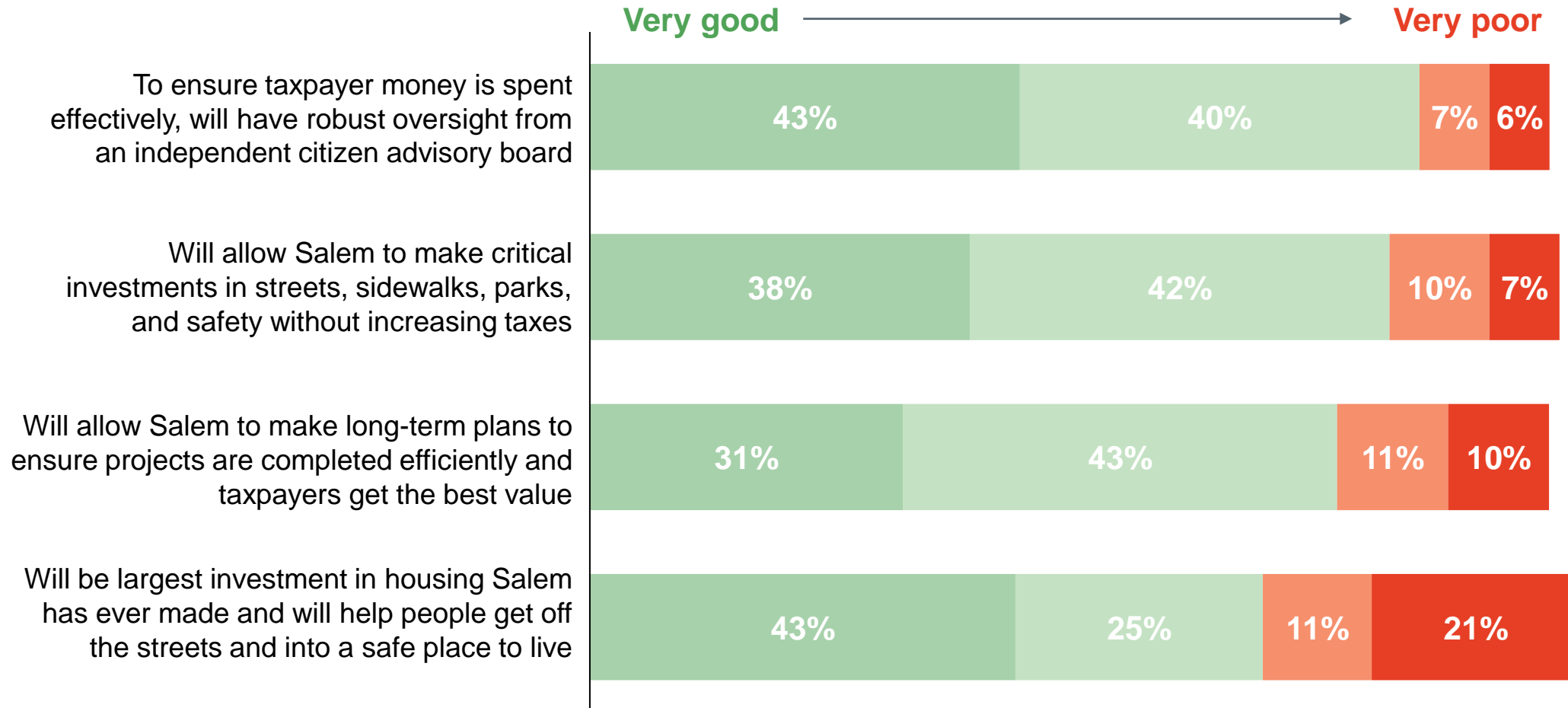
Strong majorities see good reasons to support the community improvement bond concept, as it ensures robust oversight, no tax rate increases, long-term planning, and big housing investments.



All of these reasons to support the bond concept are even more compelling to swing voters.

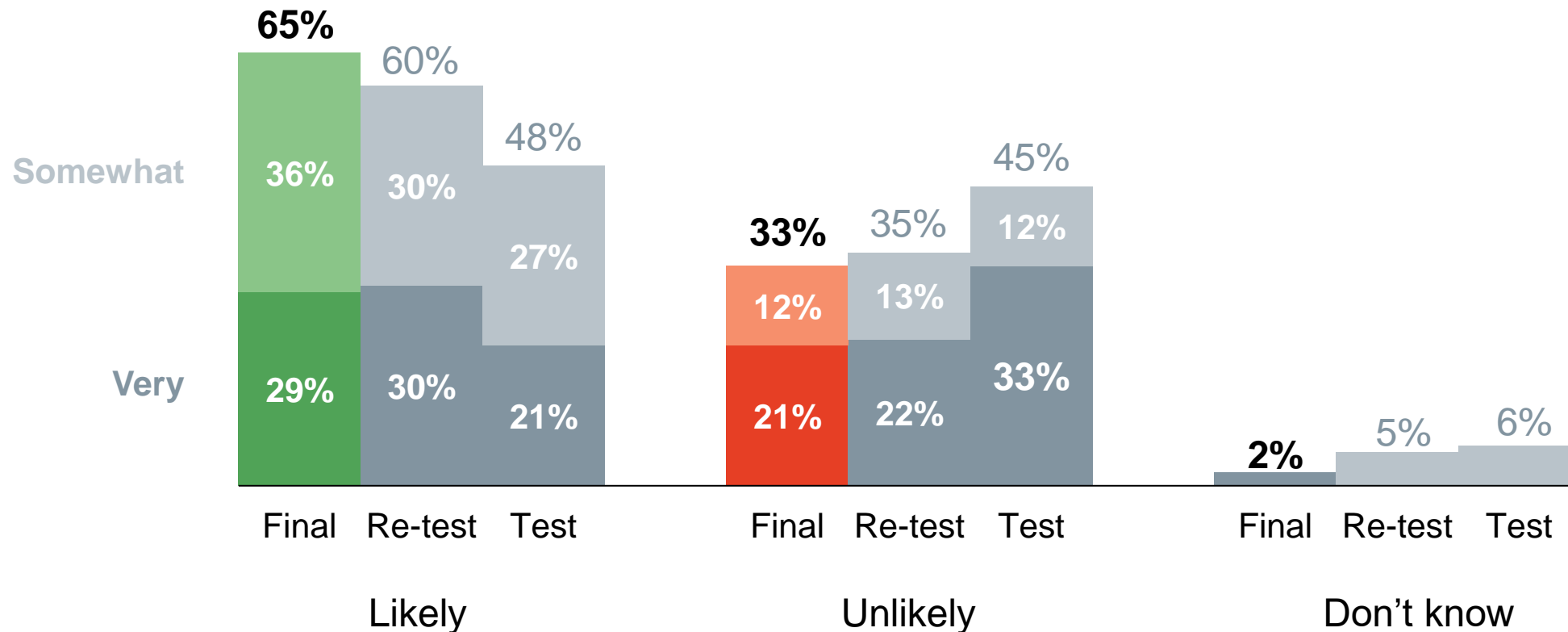


Of the many reasons to support the bond concept, using it to make historic investments in affordable housing is the most controversial.

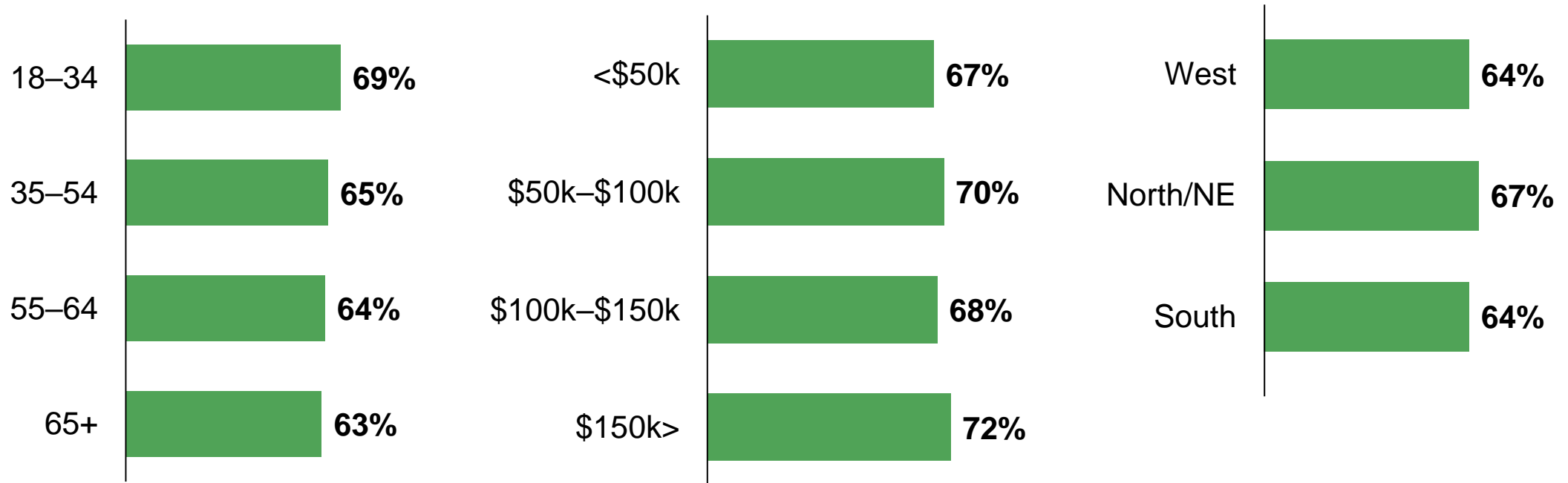


Bond re-test

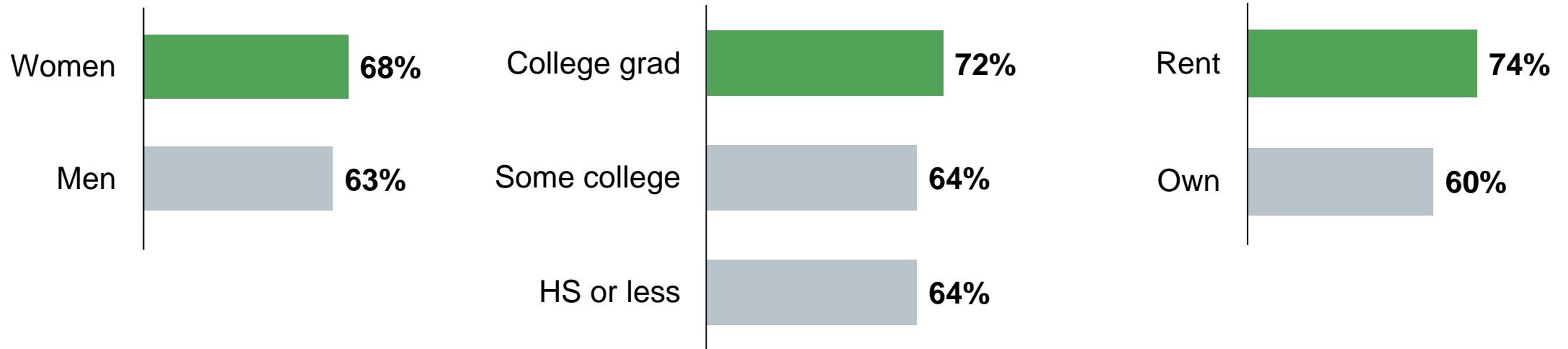
After hearing more information about public infrastructure and reasons to support it, 2 in 3 voters say they would likely support the bond.



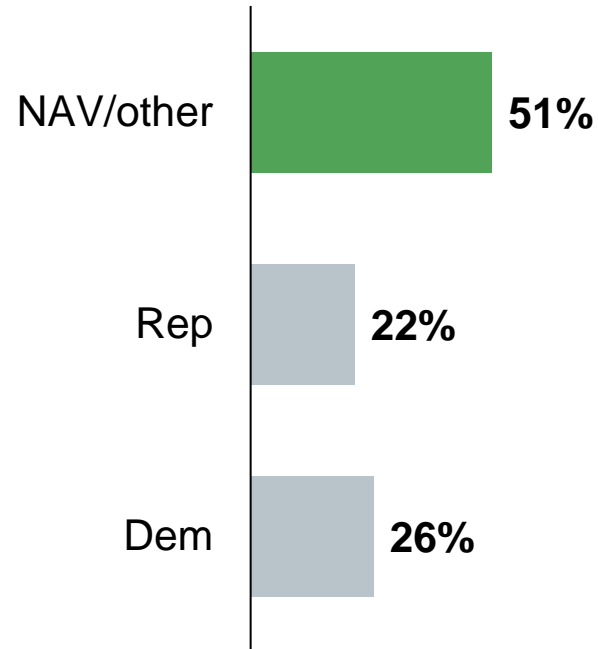
There is broad community support for the bond across many demographics, including by age, income, and area of the city.



Support is even higher among women, college grads, and renters.



There are few distinguishing characteristics to swing voters, except that they are more likely to be NAV/other voters.



The minority who oppose the bond do so because they think funds will be mismanaged, and they are concerned about high taxes and the cost of living.

41% Poor management, mistrust

33% Taxes, cost of living

8% Doesn't address Willamette bridge, other priorities

6% Generally opposed

4% Current services unsatisfactory

3% Need more information

3% Other

n=131

The majority who support the bond do so because it will improve the city and better the community, and they believe improvements are needed.

31% Improved city, better community

22% Needed, necessary, helps

9% Improved traffic, infrastructure

9% Address homelessness

6% Won't increase taxes

5% Accountability, oversight

7% Other

n=260



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January 20, 2021

To: Courtney Knox Busch, City of Salem
From: John Horvick, DHM Research
Re: Community improvement bond measure survey, #01052

INTRODUCTION & METHODOLOGY

From January 12–17, 2022 DHM Research conducted a survey of Salem voters. The purpose of the survey was to assess voter priorities for a potential community improvement bond to fund public infrastructure.

Research Methodology: The survey consisted of 400 Salem registered voters and took approximately 12 minutes to complete. This is a sufficient sample size to assess voter opinions generally and to review findings by multiple subgroups, including age, gender, area of the city, education, homeownership status, and party affiliation.

Survey respondents were contacted from a voter list and the survey was administered in both English and Spanish. A hybrid approach was used, in which respondents had opportunities to complete the survey by phone and online. Landline respondents were contacted by a live interviewer. Cellphone respondents, who are typically harder to reach, were contacted either by a live interviewer or via text with a link to complete the survey online. In gathering responses, a variety of quality control measures were employed, including questionnaire pre-testing and validation. Quotas were set by age, gender, race, area of the city, education, homeownership status, and party affiliation to match the demographics of voters in Salem.

Statement of Limitations: Any sampling of opinions or attitudes is subject to a margin of error. The margin of error is a standard statistical calculation that represents differences between the sample and total population at a confidence interval, or probability, calculated to be 95%. This means that there is a 95% probability that the sample taken for this study would fall within the stated margin of error if compared with the results achieved from surveying the entire population. The margin of error for this survey is $\pm 4.9\%$.

DHM Research Background: DHM Research has been providing opinion research and consultation throughout the Pacific Northwest and other regions of the United States for over 40 years. The firm is nonpartisan and independent and specializes in research projects to support public policy making.

**City of Salem Bond Survey
January 12-17, 2022**

**Registered voters
N=400; ±4.9% margin of error
12 minutes**

**DHM Research
Project #01052**

1. All in all, would you say things in Salem are headed in the right direction, or are things off on the wrong track?

Response category	2022 n=400	2021 n=400	2020 n=400	2019 n=459	2018 n=450
Right direction	18%	23%	38%	37%	53%
Wrong track	62%	65%	41%	42%	31%
Don't know	20%	13%	21%	20%	16%

The next topic is about the condition of public infrastructure in Salem, such as buildings, streets and sidewalks, parks, affordable housing, and fire equipment.

2. Overall, how would you rate the condition of public infrastructure in Salem?

Response category	n=400
Very good	2%
Good	37%
Poor	45%
Very poor	14%
Don't know	2%

3. Compared to a few years ago, would you say that the condition of public infrastructure in Salem is getting better, staying about the same, or getting worse?

Response category	n=400
Getting better	12%
Staying about the same	34%
Getting worse	49%
Don't know	5%

The Salem city council is in the process of building a plan for the city's long-term public infrastructure needs. This survey will ask about a possible community improvement bond that would fund public infrastructure needs in Salem.

4. Based on what you know now, how likely, or not, would you be to support a community improvement bond measure, paid by property taxes, to fund public infrastructure needs in Salem?

Response category	n=400	
Very likely	21%	49%
Somewhat likely	27%	
Somewhat unlikely	12%	45%
Very unlikely	33%	
Don't know	6%	6%

Here is some additional information.

Over the next ten years, the City of Salem will finish paying off some existing debt from past bond measures. Because of this, Salem voters could approve up to \$300 million in bonds to pay for infrastructure without increasing current property tax rates.

5. Knowing this, how likely, or not, would you be to support a community improvement bond measure, paid by property taxes, to fund public infrastructure needs in Salem?

Response category	n=400	
Very likely	30%	60%
Somewhat likely	30%	
Somewhat unlikely	13%	35%
Very unlikely	22%	
Don't know	5%	5%

The City of Salem has identified the following types of infrastructure that could be funded with a bond measure. For each, indicate if you think it should be a very high, high, medium, low, or very low priority.

[Randomize]

Response category n=400	Very high	High	Medium	Low	Very low	Don't know
6. Replace aging fire engines and firefighting equipment	19%	35%	33%	7%	6%	1%
7. Purchase land for future fire stations	8%	18%	37%	21%	13%	3%
8. Purchase land for affordable housing and shelters	33%	23%	13%	7%	23%	1%
9. Maintain and repair existing streets, bridges, and sidewalks	37%	36%	21%	3%	3%	--
10. Build new streets and sidewalks where they can reduce congestion and improve safety	28%	30%	26%	9%	6%	1%
11. Upgrade existing parks with improved play equipment, restrooms, courts, and fields	17%	20%	34%	14%	14%	<1%
12. Upgrade the Salem Civic Center to current earthquake safety standards	6%	15%	34%	20%	23%	2%
13. Upgrade the security of the city's data and computer systems	20%	28%	30%	10%	9%	2%

14. Now, imagine that you had a \$100 budget to improve infrastructure in Salem. How would you spend that budget across the following five categories? You can spend between \$0 and \$100 for each category, but the total should equal \$100. **[Randomize] [Read full list before accepting answers]**

Response category	n=400
Street and sidewalk improvements	\$29.80
Fire protection	\$24.90
Technology and cybersecurity	\$16.50
Park improvements	\$15.40
Earthquake safety	\$13.40

The following are statements about Salem’s public infrastructure. Indicate if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree. **[Randomize]**

Response category	n=400	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
15. Salem’s streets and sidewalks need ongoing maintenance and improvements. Additional funding is necessary to support projects that enhance traffic flow, provide safer pedestrian and bicycle routes, and repair bridges.		41%	43%	8%	6%	1%
16. Salem’s fire engines and ladder trucks are now 15 years old. Despite excellent maintenance, fire engines and other life-saving equipment are in urgent need of replacement.		27%	46%	15%	5%	7%
17. Salem will need two new fire stations in the next decade to continue to provide timely response in emergencies.		24%	45%	14%	5%	12%
18. The Civic Center – the City’s busiest public building – was built 50 years ago. It needs rehabilitation and repair to meet current earthquake standards for safety and improve public accessibility.		12%	44%	23%	15%	6%
19. Salem has an excellent and well-used park system, but its aging facilities need updates. They need the type of improvements identified by the community-led Master Plan, including new shelters, playgrounds, trails, courts, and dog parks.		25%	43%	19%	11%	2%

Response category n=400	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
20. Strategic investments in new permanent affordable housing and temporary shelters are essential to address the problem of homelessness in Salem.	45%	22%	9%	22%	2%
21. Every aspect of the City of Salem provided service to residents and businesses is reliant on technology. Lessons learned from other cities make clear the need for up-to-date and fail-safe cybersecurity.	31%	47%	11%	6%	5%

The following are reasons that some people give for supporting the community improvement bond measure. For each, indicate if you think it is a very good, good, poor, or very poor reason. **[Randomize]**

Response category n=400	Very good	Good	Poor	Very poor	Don't know
22. The community improvement bond will allow Salem to make critical investments in streets, sidewalks, parks, and safety without increasing taxes.	38%	42%	10%	7%	3%
23. The bond measure will allow Salem to make long-term plans to ensure projects are completed efficiently and taxpayers get the best value.	31%	43%	11%	10%	4%
24. To ensure taxpayer money is spent effectively, all projects funded by the bond will have robust oversight from an independent citizen advisory board that will make regular reports to the public.	43%	40%	7%	6%	4%
25. Homelessness and housing affordability are two of the most urgent needs in Salem. This bond measure would be the largest investment in housing projects that Salem has ever made and will help people get off the streets and into a safe place to live.	43%	25%	11%	21%	1%

This proposed community improvement bond measure is different than others Salem voters have supported. It is larger and funds more projects. The City of Salem is considering doing this because it will allow the city to make long-term plans without having to go back to voters again and again. If this measure passes, the City of Salem commits to not asking voters to support another bond measure until this community improvement bond is spent down, which would be about a decade.

26. Do you think this a very good, good, poor, or very poor reason to support the bond measure?

Response category	n=400
Very good	21%
Good	44%
Poor	15%
Very poor	12%
Don't know	8%

Now knowing more, please consider this question again.

27. How likely, or not, would you be to support a community improvement bond measure, paid by property taxes, to fund public infrastructure needs in Salem?

Response category	n=400	
Very likely	29%	65%
Somewhat likely	36%	
Somewhat unlikely	12%	33%
Very unlikely	21%	
Don't know	2%	2%

28. [Ask If Q27 =1 or 2] Why would you be likely to support a bond measure like this? [Open]

Response category	n=260
Improve the city/better the community	31%
It's needed/necessary/helps	22%
Traffic/transportation infrastructure	9%
Address Homelessness	9%
Won't increase taxes/property taxes	6%
Accountability/oversight	5%
Other	7%
No answer	12%

29. [Ask If Q27 =3 or 4] Why would you be unlikely to support a bond measure like this? [Open]

Response category	n=131
Poor Management/don't trust	41%
High taxes/no new taxes/cost of living	33%
Doesn't address Willamette bridge project/priority issues	8%
Generally against it/negative impacts	6%
Unsatisfied with current services provided	4%
Need more info/don't understand	3%
Other	3%
No Answer	3%

SIDEWALK IDEAS

- I would love to see an opportunity/structural improvements for a **cross-river round trip walking path with bridge**, similar to the Eastbank Esplanade / downtown Loop in Portland. A West Salem path and new pedestrian bridge close to the "far"/Homestead Road end of Minto Brown Park would enable walkers, runners, and cyclists to travel a loop from Minto Brown Park to west Salem, then along the river on the West Salem side, across the bridge and back to Minto Brown park would create a loop that enables social activity and joins both river "sides" of Salem. This would spur economic development near the Riverfront parks on both sides of the river as runners, walkers, and cyclists would end their trips with refreshments and food. This would be the type of project that could draw young people and families to Salem, assisting in the development of positive demographics and increasing the desirability of Salem as a place to live for younger people. I would also love to see a **permanent structure built in or near downtown/the riverfront for weekend and holiday markets**, similar to the Saturday Market in Portland. This is another project that could attract a young vibrant demographic to Salem, making it a desirable place to live.
- Please improve/complete **sidewalks on Cascade between where Rosemont ends and Glen Creek**. The road is narrow and has blind spots. This is a key walking route for children to Walker Middle School, the Boys and Girls Club and the West Salem Park. There also are people with disabilities I have seen on motorized wheelchair scooters riding well onto the road because they have no other path. I thought that this area was slated for improvement years ago. The repair of the lower section above 8th Street was an important start, but connects to nothing. While at it, how about a **roundabout connecting the intersections of Glen Creek with Parkway and Cascade** to reduce the congestion that often backs down Cascade for dozens of cars at peak times?
- Replace or build sidewalks as needed on **Routes to School**.
- There are many areas in the city neighborhoods without sidewalks and many streets that have potholes. There are also areas that are **four way stops that should have lights, like sunnyview and lansing**.
- Sidewalks in many neighborhoods need to be made safer - they are heavily damaged.
- **Pedestrian access to west Salem's Orchard Heights park needs improvement**. A sidewalk and new open access point on the southwest corner of the park would increase safety of Salem citizens, especially youth and elderly wanting to use the park. Additionally, a crosswalk nearby on Orchard Heights would also improve safe access. 2. PLEASE begin planning for the eventual creation of a **paved pedestrian path to connect Minto Brown Island Park and Keizer Rapids Park**.
- Fund **sidewalk repair** and needed replacement in residential neighborhoods. This is too expensive for the average homeowner to do. As a retired senior on a fixed income there is no way I can pay for needed repairs and replacement to sidewalks around my home. Add **more bike lanes** to the many busy streets around Salem. Needed for safety and good for the environment to encourage bikers to ride often on safe bike lanes.
- Repair **cracked and dangerous sidewalks** in West Salem and North Salem. Reinforce any dangerous **bridges**. Repair **potholes** and make sure there are no obstructions at intersections. Such as overgrown bushes or hanging limbs
- **Sidewalks** in older n'borhoods have fallen apart & long been neglected. It's past time to put some \$ towards fixing these. And the streets without sidewalks where lots of children walk are so

dangerous!! It's a miracle no one has been killed! I drive **down State east of Lancaster** & the poor children are at the mercy of crazy drivers!

SAFETY: SPEED, SIGNALS, RAIL CROSSINGS

- I would also like to see a **crosswalk with a flashing light on Burley Hill** in West Salem. Many kids and walkers cross Burley to school or between neighborhoods, but cars often go very fast through that street. It would also provide safer access to the Eola Ridge Park.
- Speed bumps are needed on **Fairview Avenue**, as there is a significant amount of drivers speeding at least 10 mph above the speed limit at all times of the day.
- Pedestrian crossing light across **Battlecreek Road at Battlecreek Road and Eastlake**. Speed hump on **Foxhaven Drive SE** between Cultus and Metolius Ave.
- Build a **walking bridge over Front St.** to the waterfront park.
- Another item I'd like to see is the revamping of our transportation system toward **bicycle and pedestrian safety**. Lower speed limits, more controlled crosswalks, protected bike lanes. Safety should be the number one priority.
- - Fully connected **network of protected bicycle lanes** (protected meaning separated from motorized traffic by bollards, planting strips, or another such barrier - **Road diets** (reduce the number of motorized vehicle lanes, add protected bicycle lanes, & potentially add turn pockets) for streets with high-volume, fast-moving traffic, especially: Market St. between 4th St. NE & 32nd Ln. NE; Liberty Rd. S between Vista Ave. SE & Browning Ave. S; 12th St. NE/SE between Mill St. SE & Marion St. NE; Capitol St. NE between Center St. NE & Market St. NE; Broadway St. between E St. NE & Stark St. N - Speed bumps along 23rd St. NE between D St. NE & Market St. NE: currently drivers use it as a cut-through and drive way over the speed limit - A network of protected bike lanes in the downtown core (Marion, Center, Court, State, Commercial) - Connect the future protected bike lanes on Union to the 12th St promenade - Close off the **12th street promenade** to cars for safer bike/ped access - Complete the Winter/Maple greenway - Convert residential streets to 20 MPH -Traffic calming designs in neighborhoods, especially within a mile of elementary schools: speed bumps, traffic circles
- **Street lights** are needed in many neighborhoods. I live on 15th Ave NW and there is one street light which is a block away. The opposite direction is a cul-de-sac with no lights. Thank you
- Let the infrastructure bond include a **bus ramp to Union St span** within Wallace .marine park. This freed Jo access from Wallace Rd near Marion bridge.
- **Davis Road traffic calming** and sidewalk completion with mid block enhanced Crossings. Traffic calming elements on **Skyline and Liberty Rd** close to Crossler and Keizer Perm areas.

IMPROVE MAJOR ROADS

- With new housing development off **Salem Heights Ave**. Fix the **Vista intersection** and Salem Heights ave
- Nearly **all streets** have been neglected over the past several years. Besides most neighborhood streets, Kubler, S Commercial, Madronna between Liberty & S Commercial, and so many can't be listed. **Sidewalks** in most older neighborhoods are spalled out, pushed up by tree roots etc. Forget about shelters for homeless, we've already wasted enough resources on that dead end!

- (1) Provide a 4-way stop at the **intersection of Madison St. NE and Fairgrounds**, due to limited driver vision on Madison, and increased traffic. (2) Provide a 25 mph speed limit sign on **Madison St. NE**, mid-way between Fairgrounds and Broadway, due to speeding. (3) Review and resolve right-angle turns on busy streets where driver vision is limited (i.e. left turn to Front St. from Market). (4) As you're aware, sidewalk repair is critical. Some panels are the height of a step.
- I would like to see the bond funds used **for bicycle and pedestrian transportation** improvements, including "road diets" on major thoroughfares. Road corridors such as Market, Lancaster, and Commercial are absolute death traps for cyclists and pedestrians.
- A few years ago, we widened **Kuebler** to 2 lanes. It was obviously a very expensive project, but even at the time, I wondered why we weren't expanding to three lanes. Three lanes weren't really necessary at the time, but with all the new housing going in, it's going to be an issue very soon. I'd very much like to see us working ahead of population growth instead of constantly playing catch up. My assumption is that the total amount to widen Kuebler twice will be significantly higher than the amount required to widen it once - by two lanes at the same time. It's more money upfront, but potentially a lot less in the long run. Utah's Department of Traffic might go a bit overboard with this idea, but their infrastructure choices tend to have more long term vision than ours.
- We need to do something to change the **Hilfiker, Commercial, Sunnyside, Idylwood area**. The backlog of traffic, particularly for those who need to use Hilfiker to go over the hill in the direction of Battle Creek, is atrocious.
- Please **resurface Center Street** from the bridge up to Lancaster Drive (at least). Please **resurface Airport Road NE**. Replace sidewalks based on population density (i.e., 24th Street NE and D Street NE because of the additional apartments and homes that will increase the neighborhood's population by at least 500 people who will have to walk to either Center Street or Market Street to catch a bus).

BIKE LANES/Facilities

- Fund all the **Tier 1 and Tier 2 projects for walking and biking** identified in the 2020 Transportation System Plan that have yet to be funding identified or built. Seems like this is about \$50 million (\$42 million walking plus \$8 million biking), minus all the ones that have already been funded or built, plus inflation adjustments.
- I would like to see a **pedestrian and bike crossing spot along HWY 22 in West Salem**. This should be tied to a continuous bike path that stretches East-West and North-South throughout the city.
- 1. Improve road/sidewalk on **Hrubetz** between Jones & Liberty. 2. Build **pedestrian bridge between Riverfront Park and Civic Center**.
- Bike lanes, bike paths (not on streets), **bike sensors on traffic lights**, etc.
- Salem needs more bike paths and lanes. **McGilchrist SE between 12th St. and 25th** (or at least 23rd) should have a separated bike path running parallel to the street. The street, even once it's expanded to 5 lanes is too dangerous for a bike lane simply demarcated by a stripe. The western terminus of the pedestrian/bike lane that crosses the Willamette River over the Union Street railroad bridge needs a **safe crossing point over Wallace Road NW** in West Salem where the path meets the street or very close by. A bridge over the street would be the safest for pedestrians and bicyclists, but I suspect level street crossing with a signal and flashing lights would work, also
- **UNION SPAN ACCESS PLAN** Please use infrastructure funding to allow for ramp in Wallace park for access to Union St span. Let public park there for **shuttle** to that span. State and city workers get

priority. Frees them from Marion bridge congestion that adds to anxiety. REDUCES RUSH HOUR TRAFFIC. Thus public is better served. Present idea to Cherriots board. Possibly start capital loop route for state workers at varied buildings. Consult governor staff as well. Mayor Bennett support needed.

- Please spend the funds needed to **finish the Winter/Maple greenway**. This greenway will serve as a template for what we need to do on all our streets to safe. We need to have all our sidewalks repaired, and installed where they are lacking.
- Hello! I am an avid biker, walker, explorer of the city. To stay out of traffic I have made a favorite pass time of riding my bike through alleys away from traffic. Alleys are an untouched asset! They are already away from traffic, they are already cleared, have access to electrical and provide less heat (shade from trees), less exhaust, and less blacktop (heat amplifiers). The heat this summer was very noticeable when comparing traveling through alleys compared to streets - and MUCH less dangerous. This would make way for neighborhood community gathering, clean up trash, clean up crime - MUCH less money put into bike lanes through traffic streets! The pdf below shows a heavy concrete **covered alley** in a residential area. Tons more concrete is not the answer. Two strips of narrow paved path is all that is needed. Similar to the driveways of the '40's.
https://nacto.org/docs/usdg/activating_alleys_for_a_lively_city_fialko.pdf
- Separated bike lanes. In-street pedestrian signs. Speed humps. Raised crosswalks.
- Bring **Salem Heights Avenue South up to collector street standards** by adding safe access for pedestrians /cyclists, upgrading safety at intersections, and widening vehicle travel lanes.
- **Fund all the family-friendly bikeways in the 2020 TSP**. Might be about \$3.9 million (excluding the Union Street phase three project of \$1.2 million that may already be programmed), plus inflation adjustments. Building all the family-friendly bikeways in one fell swoop would be a fabulous opportunity to have Salem known for quick transformations for bikeways that people of all ages and abilities can use. It would attract bike tourism and support equity, helping kids get to school safely.
- **North-South protected bike lane spine East-West protected bike lane spine Bus Rapid Transit lanes** down South Commercial (Route 21) Sidewalk infill Road diet on Market Street Protected bike lanes on 17th Street (Mission to Sunneyview). Please invest in infrastructure that we can afford to maintain. Adding travel lanes for two-ton vehicles are not fiscally responsible. We must rapidly build sidewalk and protected bike lane network to manage expected growth.

PARKS IMPROVEMENT IDEAS

- **McKay Park paths**. Sidewalks in and around McRae Park flood any time there is rain. Several spots get so bad it forces dog walkers like myself into the streets often when it's very dark out. Can something be done about the drainage?
- **North Lancaster/Portland Road**. More parks, especially in N Lancaster/ Portland Rd area. New skatepark accessible to more people.
- **Add bathrooms** to more city parks, build **pavilions in Bush's Pasture Park**
- The prior Truit Brothers facility and grounds is an opportunity for acquisition and **extension of Riverfront Park**. It's area is large enough that not only a park could be included, but also another bridge if needed. There is a lot of potential in the north downtown riverfront area that has been ignored for years, this is an opportunity to change that.

- Build and replace **sidewalks adjacent to Salem Parks** which are often adjacent to schools. Both are community gathering places. Include the **Pringle Creek trail to Riverfront** Park on the list of Capital Projects.
- Adding a **fenced dog park or dog area to Bush Park and Minto Brown**. Specifically adding a fenced section for small dog breeds.
- More **small micro parks**. Size of a dwelling lot. If a house becomes Abandon or available cheaply by that lot or get that lot and put a small park.
- We are so far behind on our **Open Spaces** obligations, our new, important Climate Change resolution and our Urban parks. Parks, Open Spaces, don't cost much compared to other projects. Even if land were to be acquired now for development down the road - at least it would be in our "pocket". Because unlike every other good project mentioned here (homeless shelter, for which there are many sites), the physical space for parks and recreation must be SPECIFIC, and acquired as far ahead as possible. You can take a developed street and put in shelter. You cannot take a developed street and put in a park.
- Develop the **city park at the Lee Elementary** site with soccer field, softball/baseball fields, covered community shelter with tables (and grills/fire pits?). Splash pad at the Lee Elementary park site. Fix up some of the public outdoor swimming pools.
- We really just need more parks in general. The **East side of I5** has far too few space for families to relax in nature.
- Our city is woefully lacking **tennis courts**. Royal Oaks has tons of space for at least two.
- Please purchase **land for new parks** NOW! Even land for pocket parks would benefit the people in Salem. Vacant lots are going to be snapped up for homes. Don't wait
- **Lights in parks so that you can play sports after work in the winter** (ex. D St by the state hospital). A disc golf course. Covered picnic shelters (like the one in Minto). More parks and green space, in general.
- Additional **pedestrian/bike sidewalk paths** along both sides of the Willamette River.
- Salem needs to maintain the parks it has and buy properties additional parks.
- **Cleaning up our water sources** and find and protect areas in the city to keep natural, native and poison-free for wildlife. Specifically near bridges, rivers, streams, creeks, forests or old growth trees. Do better at limiting pesticides and other commercial waste runoff. Basic things like clean air, food, water (will) need to be addressed at a desperate level. Implement better incentives to protect our community wildlife and families. We need the biodiversity. The osprey, deer, hawks and now eagles in Salem. Let's keep it green and clean. Update parks in north salem, south. No point in having them if families don't feel safe. Improve pathways, lighting, equipment. Remove anything not used or property being abused. Welcome the neighborhood and community to the new parks. Many kids don't have a safe place to go or a cul-de-sac or driveway to play. The boys and girls club, kroc center and local youth clubs all require money and transportation. **Make the area parks the norm again.**
- Development of a **bigger park in NE end of town**. South, downtown, and West all have options for big walking parks, and NE has none. More active recreation opportunities for NE Salem residents. Not much available east of Hawthorne and the school district does not let us use their amenities. We have no baseball or softball fields, no tennis or pickleball, no skate park, no natural areas with walking paths.
- Continue to enforce the no camping ordinance in our parks. ENFORCE the leash laws in our parks, including Bush's Pasture Park. I'm tired of having my on leash dog, and myself, be accosted by off

leash dogs with thoughtless owners. Continue to develop parks in the city's residential neighborhoods. Finally, MAINTAIN the city's trees!!! Our neighborhood is filled with city owned trees that desperately need pruning and other care. We have called the urban forester numerous times to request maintenance, only to be ignored.

- Senior park parity proposal 1. Let every city park that maintains a playground for youngsters also install some intensity recreation Croft for the ddfhlh and disabled community such as horseshoes or tennis or shuffleboard.. Ndjvh l r associations can survey their areas first. **Senior centers** likewise. The bond measure should include a minimum of three facilities by 2023.
- **Upgrading Peace Plaza** to complement Civic Center Plaza improvements and to increase tourism and recreational opportunities. Peace Plaza could include a Peace Trail project. A preliminary route map and proposal exists but has been stalled by the pandemic. The Peace Plaza Board has endorsed this project and we hope to meet with the City in due course. Gretchen Bennett is aware of this project.
- There are several "dead spur" roads in the south salem area Tuscany Hills. There are a lot of folks walking the streets, with and without pets, who would enjoy a **small community park** with shade trees, pet area and play space. Could a small Park be financed using one of these road ends as an entry point? Thank you for your consideration
- **Improve parks** in our most disadvantaged neighborhoods. Maintain and add play areas for children. Add and fix restroom facilities.
- The **dog park at Minto Brown has an unpaved parking lot** that is full of pot holes and mud, making it almost undrivable, let alone for parking and walking. People are trying without success, to clean their shoes and their dog's feet before they can get back in their cars. The trails need to be mulched as well.
- Another **large park** on the order of Minto Brown is desperately needed! The dog park is overrun anytime of the day, & the rest of the park is showing severe signs of overuse because people are desperate for a big area to walk, bike, etc. Pocket parks in neighborhoods are great, & we do need more of these, but most of all, a larger park!
- Fund **replacement of existing fall material** around playgrounds at Community and Urban Parks and some heavily used neighborhood parks with rubber tile surfacing like at Bush's Pasture Park Crooked House Playground. The cost will be somewhere around \$12-15 sq. ft. and typical playground size is 2500 to 5000 sq ft. This surfacing material has much better impact attenuation and also better meets the needs of those in walkers, wheelchairs, or is mobility challenged in some way.
- **Indoor Track and Field facility.** With multi purpose capabilities. Reference the Podium building built in and by Spokane, WA
- Sand **volleyball courts** in more parks.

HOUSING AND SHELTERING IDEAS

- Need some sort of **shelters** or shipping containers which enable folks to have their own space for a small cost, which also utilize communal kitchen and bathrooms
- The city and county have received slot of \$\$\$ to use toward housing and helping homeless. A very minimal help would be many, many more dumpsters and garbage service as well as porta pottys and

showers. There should also be a way for the city to acquire single or multi family units & use them to begin housing people!!

- I think Marion Park has lost its intended purpose. I think it would be valuable to convert it into a designated tiny shelter location for the homeless. The access to Arches and UGM make it a convenient location.
- Prioritize **low-income housing** instead of temporary shelters. Housing first will be a better fiscal approach to address the homeless population. Salem's inventory of affordable housing has decreased.
- Repurposing various abandoned commercial buildings into housing for Salem's homeless community.
- We need **more affordable housing** all across Salem, not just apartments but actually houses. We need tiny homes, we need housing for the homeless along with mental illness services within those communities. We need more affordable housing for seniors.
- **Build at least two low income apartments** where families can use vouchers for rent and include social services. Then build a apartment-like homeless shelter with small private rooms. Include opportunities for life skills experiences and jobs training to defray some of the costs of operating the shelter.
- 1. Set up a camping area so people can set up tents with showers, bathrooms, cooking facility, tr To help lower costs for all renters, the city should be in the business of **building multi family housing** throughout the city. This can be funded by owning and operating these apartment buildings and collecting rents. This would also give the city the opportunity to set aside apartments for very low and no income citizens. ash collection and security, and electricity. Not all the homeless are ready for housing.
- Follow examples of other communities in building **small housing units** for the lowest income people. Build liveable public housing for low income families.
- Increase options for transitional housing like the micro shelter sites.
- We have way toooo many un housed folks as well as very little affordable housing for seniors and disabled and those with low income. We can do better for our most venerable citizens.
- Continue investment in micro-sheltering as well as increase permanent housing options. Purchase the George Morlan Plumbing building on Lancaster Drive NE to be divided into housing or shelters.
- A robust and responsive homeless service system will reduce costs for emergency responders and emergency services and allow for their focus on emergencies needing their attention.
- Salem needs to **expand our micro sheltering programs**. Sites need to be developed in all parts of Salem. This will likely require the purchase of property since most landowners will not lease for this use. It would be nice if a sustained funding model could be found to operate these sites.

OTHER IDEAS: Pools

- City aquatic center, competitive pool and recreational swim facility.
- Community pools around the city. Too many private pools.
- Community pools.
- Salem doesn't have any good community pools. We need a good pool
- Community/city pool
- Swimming Pools!

- Swimming pool.
- I think it would be awesome if Salem had a community pool/aquatic center similar to the Dallas aquatic center. The Kroc Center is nice but super pricy.
- Community Swimming pool.
- Community pool
- Community pool(s)
- Community pools, accessible at an affordable price to everyone (also in Southeast Salem are).
- Pool in South Salem.
- Another pool in Salem
- A public, outdoor pool. There are NONE in Salem which leaves the majority of residents without access during the summer months.
- Public pools Public pools Public pools Oooooo... wait.....no yeah... Public pools
- Of all the cities I've lived in, I'm least impressed with Salem's parks and rec. They are unimpressive, have poor access, poor parking, and some are downright unsafe. Minto Brown and Riverfront, and the improvements there, are the big exceptions. One thing that was hugely important for my childhood and my community growing up was **access to pools**. Spokane, WA is an excellent example of what a city can offer in the way of pools which provide positive, safe, free recreation during summer months, astronomically better access to learning to swim than Salem has, health benefits with lap swim, lifeguard training, a great summer job source for older students, etc. This is the link to their Aquatics page: <https://my.spokanecity.org/recreation/aquatics/> It is a sad, pathetic thing that Salem has not a single city pool to offer. It is great we have the Kroc center at least, and there are some small club pools, but notice that Spokane has SIX city pools to serve the community all over, and have FREE access for general swim so no expensive club membership disenfranchising the majority of the population. Other pool uses do bring in revenue, but it's a huge community asset for kids. Even if it didn't budget out to be free, having a nominal admission fee, say a dollar, would still allow broad use, and have season passes available. Milwaukee, WI is another example where I've lived with many pools that implements that structure. Please take a look, and consider this as an extremely valuable community addition.
- Public pool in south Salem, a public pool would create jobs and bring the community together.
- I am long time Salem resident. Growing up we would spend our summer days swimming at Leslie and later at Olinger pool. I firmly believe that the Salem community needs a public swimming pool. It would be wonderful to see this offered all year rather than a few pools for those that can afford it.
- Public pools.
- My children, ages 9 & 12, do not know how to swim. While there are many factors that go into this, the biggest factor is that there is no cost effective place for them to swim in a regular basis. The Kroc Center is great, but we live in South Salem, and the Salem Tennis & Swim Center is far too expensive. I grew up in LA, and my husband grew up in Texas. We had numerous free swimming options available to us, and consequently we are both good swimmers. We've made some strides with our boys, but they need more consistent access to a swimming facility if they are ever going to be water safe. My parents now live in Rexburg, Idaho. A few years ago, the community built Rexburg Rapids, a small but fabulous water park. Their prices are very reasonable, and they offer bargain nights periodically. Our population sizes and needs are very different, but it might be worth looking at the research they put into it.

- â€œA City Pool would be Absolutely AMAZING! Salem doesn't have ANYTHING like it & I'm POSITIVE that it would be greatly used as well as providing new jobs! (I'd recommend a retractable roof or an indoor & outdoor pool facility) People could pay a small day fee or get a season pass. They could reserve a time online or call ahead (or try a walk in) as there would be a limited number of people who could be there at once. â€œHousing-Small apartments/Studio style pre-furnished for low income people or people who are stuck in Women's Homes or people with Mental illnesses currently living in 1/2way houses could apply. They would be assigned City jobs creating MORE HOUSING or street construction or working in the library or picking up garbage or working with the police or cleaning up parks or painting over graffiti or painting murals on buildings or underpasses or overpasses or help sort papers for Red Cross or the Schools or make copies & deliver mail in the Capital building or taught how to be a barista or a receptionist etc etc. They would be required to take RANDOM drug tests & there would be rules in the Buildings similar to a Dormitory. Such as a Curfew (excluding those working during those hours-with proof of said work), no drugs or drinking. No weapons. No fights or shouting/arguing. Required to keep their appartements clean (random checks) & no damage to the furniture or walls or appliances etc. There would be close video & audio surveillance. Required meetings with a Social Worker & a Counselor & a Doctor. If necessary there will be AA meetings and/or NA meetings as well as Anger Management & help with PTSD. As helping with people's Mental Health & issues in their past often leads to living on the streets & doing drugs & using alcohol. Mental Health Assistance would be ABSOLUTELY VITAL to this system working! â€œPOLICE training on Mental Health/Illnesses & appropriate ways to approach a citizen who is showing any signs of anger, paranoia, anxiety, severe depression, PTSD, domestic violence, rape, molestation & attacks, etc, etcâ€! As to DE-escalate a situation before it unfolds. Also to help the officers see things from a different point of view.
- I believe we need an aquatic center the serves the whole city. The Kroc is not enough and too far for many kiddos. Please consider additional pools for Salem. This is a norm in many communities. We used to have pools at multiple schools. Most recently, Olinger pool was filled in with concrete. Let's bring back pools in Salem for the heath and safety of citizens
- We need a pool for our community, kids and families!
- More swimming pools to support swimming athletes. We miss Olinger pool. Restrooms at parks, I can't count how many times my kids have NEEDED to use the restroom while at the park and there isn't any.
- City pools. Access for everyone. Splash pads too. Maybe even just wading pools. That are only 2/3 feet deep. Allows to you sir or walk in.
- Swimming Pool in South Salem.
- We need more community pools, small water parks or aquatic centers that don't require an annual membership. Many residents pay hundreds of dollars a year just to use some of Salem's "community" pools for 3 months. People pay those memberships because they don't have any other affordable options and want the convenience of staying local. It's completely unnecessary. Many other states have community pools that offer admission to anyone; they just pay a small entrance fee per individual or family. I've lived in 3 other states where this has been extremely successful. It seems unnecessary that I should drive to Dallas or Corvallis to enjoy their water parks/aquatic centers. We need something more local, affordable and accessible for the families of Salem.
- More public pools.
- I would love an affordable community pool in the south salem area.

- We need a Olympic sized pool. We need more pools in general that are accessible to the public.
- An indoor public swimming pool in South Salem. Similar to what Olinger once was. Swimming lanes and smaller areas like the Dallas Aquatic Center. Or the Aquatic Center in Corvallis. Albany also has a community pool.

OTHER IDEAS: Branch Libraries

- We also need some satellite branches for the public library on the East side and out South.
- Please include two branch libraries in NE and South/SE Salem as recommended by the Salem Public Library Advisory Board. For parks and rec, Salem needs city pools and recreation facilities. It relies too heavily on private facilities.
- Our community desperately needs branch libraries in northeast and south/southeast Salem. This is an equity issue. I grew up walking to a nearby library, and that place fostered curiosity and interest in learning. I developed reading skills through my association with the library, and those skills opened doors, including the door to college. Books widened my horizons in so many ways. I have often thought it's an injustice that our wealthiest neighborhoods are served by nearby libraries, while families without as much money are not well served. Unreliable transportation and time pressures are significant challenges for low-income parents, and a library that is six or seven miles away is not easily accessible. My large family only had one car, and I am fairly sure that if our local library was located seven miles from our home, I would not have enjoyed access. I am guessing that libraries and access to books are connected with higher test scores in public schools, and with enrollment in college. Only 37% of third graders in our district can pass the third-grade reading test—an alarming statistic. In Portland, where there are 15 branch libraries, 55% of third graders pass the state reading test. Children there are well served by local library branches, which supports their learning. One of our most significant challenges in the coming decade is to make sure we are serving ALL residents in an equitable manner. Locating libraries in lower-income neighborhoods is an equity issue that should be remedied. Thank you for allowing public input.
- Branch libraries in NE and South/SE Salem as recommended by the Salem Public Library Advisory Board.
- We need a branch library in the NE to serve this low-income area!
- I value libraries, and hear the Salem Public Library Association think 1 or 2 more branch libraries are a good idea.
- Please include two branch libraries in NE and South/SE Salem as recommended by the Salem Public Library Advisory Board.
- Please include two branch libraries in NE and South/SE Salem as recommended by the Salem Public Library Advisory Board.
- Small library branches in neighborhoods
- More libraries!
- Library outreach models beyond the current two brick and mortar libraries. Consider/trial multiple strategies including lease space in neighborhood settings, kiosk loans, etc.
- Absolutely no money in this bond should be for police facilities or upgrades/changes to the police station. Please include two branch libraries in NE and South/SE Salem as recommended by the Salem Public Library Advisory Board.
- Two Salem Public Library branches similar to the West Salem Branch. One branch in South Salem and one in Northeast Salem.

- Salem is woefully lacking in library services, please fund 2 additional branch libraries. They don't have to be new building, work with the library development staff of the state library for information. There may be grants available for increasing access to services in low income areas of town
- Salem would benefit from at least one new branch library serving the northeast neighborhoods. Two new branches would be ideal (northeast and south). These branches do not need to be housed in newly constructed buildings, but could be housed in existing buildings such as stores or office buildings. Eugene library has two branch libraries housed in 1) a store space in a strip mall and 2) a former Wells Fargo drive-in bank. Both serve surrounding neighborhoods otherwise underserved.

OTHER IDEAS: Salem River Crossing

- Give West Salem their needed bridge so it isn't backed up every day.
- I know it's a long shot, but a second bridge to west Salem would be wonderful. River Rd S could also use some safety upgrades including street lights, widening the road between Minto Brown and Commercial St, and lighted crosswalks. Light up crosswalks at all major intersections without stoplights.
- 3rd bridge to improve redundancy, build sidewalks on Doak's Ferry from Brush college to Orchard Heights
- A bridge across the Willamette River.
- Obviously another bridge from West Salem to Salem. Isn't it about time??? Traffic is out of control over the existing bridges making for unsafe conditions. Divert some of this traffic by adding another bridge connecting West to Keizer. This will pull traffic from people heading to Portland and heading to the coast. West's population continues to grow and our infrastructure isn't keeping up with it. Use this money to actually make a difference to thousands of residents.

OTHER IDEAS

- Please consider funding **needs for those who are mobility challenged**. Not just youth but the adults who bring the youth to our parks. Make it possible for them to engage as a family rather than mom, dad, grandma, or grandpa having to stay on the sidelines. Engineered wood fiber meets the ADA minimum standard, but if you talk to anyone in a wheel chair or who has mobility issues, they will tell you it is very difficult to navigate. Like trying to push a child in a wheelchair over the wood fiber.
- The downtown core of Salem still has many **historic buildings** that are in need of renovation/restoration. I suspect a great deal of them are privately owned, however, the presence of these edifices are part of Salem's tangible culture and heritage. If an owner cannot afford to restore their historic property, then I would propose a **grant program** with the purpose of exterior restoration that goes through an architectural historian's approval. Bush-Brey block needs work, the section that burnt down in the 1960s was never rebuilt, just to name one. The Eldridge block needs work, several are missing their Cornice, and some were inappropriately remodeled during the midcentury which needs to be corrected. The giant empty hole across from Liberty Plaza where the bank used to be is still an eyesore! This could also apply to unused parking lots that used to hold historically significant properties, these buildings could be reconstructed and fill in the gaps in Salem's core blocks. Salem's prior city hall is now a parking lot. This is also a chance to construct underground parking where needed if that's a concern for business who may lose a parking spot. This is also an opportunity not just to restore historic properties, but to also take advantage of

zoning changes that could allow them to function as condos or apartments without distracting from downtown's historic character.

- Salem needs to dramatically **expand the park rangers program**, Park rangers can help to make our parks a safe and welcoming environment for all park users without using limited police resources.
- Speeding and racing have become a problem on Liberty and commercial streets. Create a nice **outdoor gathering area in downtown** when they rebuild the Salem Center area with trees room for outdoor market and concerts.
- Regarding commercial service at the airport: I think Salem should give up on competing with PDX and develop regional travel opportunities that will bring Portlanders to Salem airport. Examples: trips to San Juan Islands, Vancouver/Victoria, Monterey, CA. There are many places in the region that are difficult for a weekend trip due to lack of direct flights, and long driving times.
- Salem should lead by example and use renewable materials and energy as much as possible. Also, can we be planning strategically to have shelter for future victims of wildfire? And the earthquake?
- A system to help protect our city from the fallout of natural disasters. Fires, floods, mud slides, droughts are annual. It would be great to have a facility that can help work with community projects and staff, as well as volunteers, police and fire dept. Mental health facility. My mom worked at Fairview, one of her life's greatest accomplishments advocating for people with disabilities. We do not need Fairview but a city project to help tackle the growing crisis amongst youth.
- Lake Oswego retains their property value and community livability through their strict tree ordinance. They understand how the business, and property values benefits with an abundance of mature trees the Northwest brings. The Northwest has a HUGE natural resource that Salem has not adopted in comparison to what could be! Which in turn = Money. It all comes down to money. Salem is the center of many NW ventures. It could be a mid destination. To capitalize upon nature only benefits the city, which in turn benefits revenue the city can bring in.
<https://www.ci.oswego.or.us/trees>
- This is more than a suggestion....this is needed! What is with these curbs in the streets?? And why are they not painted?? I've blown 2 tires out and caused damage to my vehicles because on dark foggy nights, they are nearly impossible to see. They need to be removed and better dividers in place if that was the plan. How about breakaway poles in major high traffic areas and at least BRIGHT PAINT on residential areas? I highly doubt the city of Salem EVER pays damages of anyone's vehicle for damage from some city official lacking a brain. Am I right?
- Allow u-turns at large intersections! Not everyone is an idiot! Stop treating everyone as if they are!
- Don't put a micro shelter in the Peace Plaza. We spend millions of dollars on retro fitting and upgrading the library only to deface the surrounding area with this shelter that, despite your best efforts to prevent blight, will bring with it broken down vehicles and garbage. I agree with the shelter village concept but not smack dab in the middle of our library that is visited by families with children and seniors. This idea is the total opposite of the original concept of the PeacePlaza.
- Enlist communities, neighborhoods, groups of people, Faith based groups, sport teams, school groups, civic groups, business groups, clubs, associations, retired groups, senior citizen groups, Challenge groups to clean up, sweep up, pick up, our streets, sidewalks, green spaces. Challenge people to bring brooms, shovels, wheelbarrels, Buckets and pick ups. Make it a combined effort on a certain weekend or month or week. Call for a mass demonstration to spring into action and take on the communities of Salem Keizer. Place containers in certain in certain areas for volunteers to dump trash and waste. Take pictures right stories Highlight all the efforts people make.

- My suggestion is for the creeks in the City: Pringle and Mill. These are wonderful to have inside our city limits, but when they are strewn with garbage they're kind of disgusting. How about creating a paid internship for a Creek Enhancement Officer who is charged with removing trash from creek sides. There are college students who would love an opportunity like this. So many workers walk around the City during their breaks - and instead of seeing beauty, they see garbage. Right now, Mill Creek by the Knapp Pl. bridge is strewn with garbage including an orange safety cone that came from who knows where.
- Adapt the old railroad bridge over the Willamette and add a park & ride center to enable commuter van service from West Salem to major employers in the downtown area.
- Remove all homeless from parks. We have already paid for these but they are too dangerous to use. How can we suggest improvements if the parks are overrun by homeless?
- Start a Dark Skies Salem campaign. Lower the code limit from 5 candle feet to Dark Skies' recommendation of 0.1 candle feet and limit the height of outdoor fixtures. Build a grant program for property owners to purchase appropriate outdoor lighting, timers, and motion sensors. Upgrade the fixtures in city-owned facilities, starting with the highest density and the lowest income neighborhoods to improve livability as well as natural areas like Minto Brown Island Park. <https://www.darkskysociety.org/handouts/LightingPlanGuidelines.pdf>
- Set up parking benefit districts in areas that lack paid parking to encourage walking, biking, transit, etc. I suggest a pilot project near a school with twice daily traffic on weekdays during the school year. Utilize variable rate fees, increasing the parking fees during high demand times and lowering it or eliminating the fees during times of low use. Use the Bond to set up a contract with Parking Kitty or similar app and install required infrastructure. Ultimately this investment would pay itself off and become a revenue stream to the affected neighborhood.
- Restrooms and covered areas, water pump station for South Salem.

COMMENTS ABOUT BOND

- Happy and supportive to see City Hall on the list of projects. It is concerning that City Hall is not seismically safe or ADA accessible for the public who conduct business there or those who work there. With the police out of City Hall, maybe this will be a good opportunity for improvement.
- I would support a focus on part of the funds being used to revitalize areas in and around downtown Salem, with special attention to connecting downtown to West Salem. Salem has an underappreciated location as a gateway to the mid-Willamette wine country. We can capitalize on that feature of our location and make downtown and the riverfront a popular destination for locals and tourists. There is no reason that Salem has to be second class to Portland and Eugene. We have so many geographic and location-based advantages to capitalize on: a beautiful river winding through town, grassy parks on both sides of the river, a quaint (with some rehabbing) multiblock downtown core, the Capitol grounds nearby, and proximity to one of the West Coast's premier wine regions. Let's make Salem hip! This place could be awesome with just a little forward-looking planning and a focus on creating a lively, downtown, river-based core.
- Spend the money in neighborhoods that are run down and have been neglected for years. Take care of our homeless populations.
- Don't waste funds on street projects or on parks. Put more funds towards sidewalks near schools.
- Upgrade the city hall like the library it's time. A TV station with 175'000 people. We must have news in Salem and when there is an emergency like a police activity we would not go in that area or when

there is a power outage we can find something . Last year when I had a power outage I could not find out anything what is going on . I turned on my battery operated radio all I could find is music and talk radio on my cell phone I did not where to go to find out what is going on. and I know this is impossible have bicyclist be visible like light closing to something so drivers can see them there is hundreds of things out there but know . 99% have dark clothes on.and keep them off the down town side walks are council do not that . that is my two cents worth Oh on D street east of park ave widen it for all the new traffic from the new housing west of park ave NE.

- I hope that liveability can be prioritized for sale bonds and levies. Our cities reputation has been greatly damaged from past zoning, and homeless policies.
- Ladies and Gentlemen: We need stop using the cookie cutter misnomer "homeless". There needs to be a segmented approach: First off, there are those who are mentally incapable of tending to themselves. Next are those who are drug addicts need care and intervention.Third, there are those individuals, at times entire families, who have lost their residence because of financial crisis. Lastly let's face it, there are those who prefer that life style. This is nothing new,. In the past they were called hobos. So, no matter how many little houses and shelters you make available, there will be the first and second group totally incapable of using them in a positive manner. Also, do not strap our police, who have such a difficult time because of all the negative press countrywide, required to deal with problems best addressed by social workers.
- 1 correct the problems so raw sewage does not flow into the Willamette river.
- Roads should be paid by road users, not by general fund backed bonds. It's a subsidy we can't afford. Sidewalks, separated bike paths? Sure.
- All funded projects should comply with the City of Salem's climate pollution reduction goals.