

Our Mission, Vision, and Values

Our People • Our Community

CITY OF *Salem*
AT YOUR SERVICE

2019 Annual Community Report

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Featured on our 2019 Community Report cover are Salem's Gray Building, recreation programs in Salem's Parks, and Make Music Day.

In 2019, [Salem's Gray Building](#) was reopened after completion of approximately \$2.4 million in improvements to the storefront, ground floor and long-vacant second floor. Salem's Riverfront Downtown Urban Renewal Area provided \$300,000 in grant support to the project. The building is now home to several retail shops, the Freckled Bee and vegan Big Wig Donuts, and includes spaces available for community rental. Learn more about [Salem's Urban Renewal Agency](#).

The youngest in our community - and their families - enjoy [recreation programs](#) throughout Salem's Parks. Each year in March, we share City-sponsored lawn games, pickleball and tennis, track and field events, and movies in the park in both English and Spanish through our Recreation Guide. Since 2017, registration for events and summer camps is available on-line.

This year, our photographer captured Rian Gayle taking part in festivities throughout our community on **Salem's Make Music Day**. In July, Rian advocated for closed captioning in Salem area restaurants, offices and stores. The new rule allows everyone, including the nearly one in four Americans expected to experience hearing loss in their lifetime, to follow television or streamed video in places where people gather.

HOW TO USE THIS REPORT

The 2019 Annual Report provides an update on progress the City is making toward Council and community priorities, as articulated in the 2017 Strategic Plan and the City Council's annual work plan. The report is organized around the community's and Council's expectations of service and desired results from the City. The six result areas are based in the Strategic Plan's vision, mission and values: Safe Community; Welcoming and Livable Community; Strong and Diverse Economy; Safe, Reliable and Efficient Infrastructure; Natural Environment Stewardship; and Good Governance.



CREATING THE 2019 POLICY AGENDA

Through its annual City Council Policy Agenda, City Council makes its priorities clear to staff and the community. The 2019 Policy Agenda is part of an annual cycle of developing the budget, policy and program evaluation, financial forecasting and reporting to the Council and community on progress. 2019 Priorities include:

- Safe Community: Sobering Center
- Welcoming and Livable Neighborhoods: Homeless Rental Assistance Program and Our Salem
- Strong and Diverse Economy: Tourism Promotion Area, and Testing the Market for High-Speed Internet Downtown
- Safe, Reliable and Efficient Infrastructure: Asset Management and General Obligation Strategy
- Natural Environment Stewardship: Environmental Action Plan and Greenhouse Gas Inventory
- Good Governance: General Fund Revenue Strategy and Key Performance Indicators

OUR COMMUNITY IMPACT

2019 Community Report



Steve Powers
City Manager

Since 2017, the City has been working toward City Council, and community priorities in the first-ever Citywide Strategic Plan. The Strategic Plan re-framed our work and brought priorities into focus. We've expanded services, partnerships, and programs for our unsheltered neighbors, found new ways to provide more affordable housing and housing options in our community, worked collectively to care for and preserve our natural environment and reduce our collective climate impact, and built a broad approach to improving bicycle and pedestrian safety, whether you prefer to travel within our street infrastructure, or on leisurely routes and off-street trails.

In this second annual report, we share what we have learned in 2019 and what we've been able to accomplish together. This report includes results from an annual Community Satisfaction Survey and highlights contributions from our community. We are grateful to our community, our volunteers, and our partners in all these endeavors. Your contributions make a better Salem.

Thank you for being a part of our Salem,

A handwritten signature in blue ink that reads "Steven Powers". The signature is written in a cursive, flowing style.



MORE ABOUT RESULT AREAS

Safe Community



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

Welcome and Livable Community



Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

Strong and Diverse Economy



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

Safe, Reliable, and Efficient Infrastructure



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

Natural Environment Stewardship



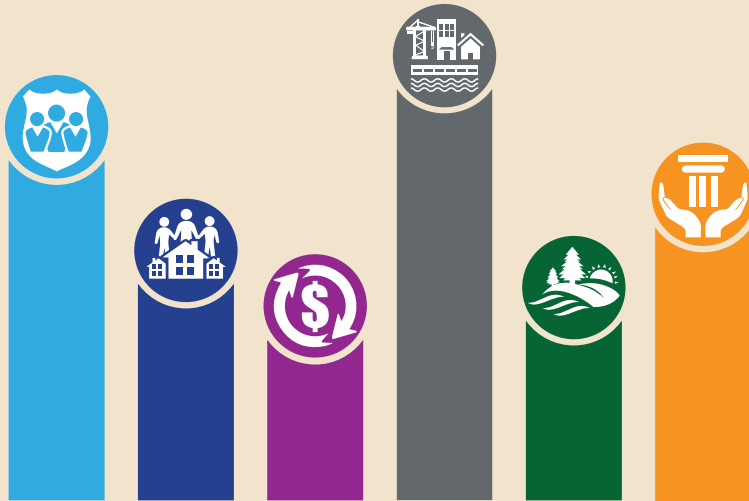
Protect natural resources including healthy streams and the Willamette River, and a reduced impact from the built environment and City operations on our natural environment.

Good Governance



The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

FUNDING BY RESULT AREAS



Safe Community	\$113,749,140
Welcoming and Livable Community	\$27,778,480
Strong and Diverse Economy	\$13,144,310
Safe, Reliable, and Efficient Infrastructure	\$130,794,900
Natural Environment Stewardship	\$18,458,300
Good Governance	\$111,310,370

For the FY 2020 budget, Salem began organizing the budget around the community's and Council's expectations of services from the City, or results. These result areas are derived from the vision, mission, and values in the Strategic Plan and provide the framework for the presentation of the 2019 budget, adopted on a fiscal year (July 1, 2019–June 30, 2020).

The larger programs in Good Governance are Self Insurance (\$43M) and the Equipment Replacement Reserve (\$8M). This is where we track funds used to insure the City and its properties and where we designate funding to replace critical equipment to continue providing services to our community.



SAFE COMMUNITY

2019 Community Report

WHAT IT MEANS

Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public places.

Plans for and provides timely and effective response to emergencies and natural disasters.

Public safety is a critical function of local government. In Salem, our 9-1-1 call center sends Police, Fire, and emergency medical services to those in need and keeps Salem safe by protecting residents, visitors, and properties from harm in the event of a natural disaster or other emergency. In addition to responding directly, we plan and prepare our community for situations that may threaten health or safety. Salem also has a Municipal Court, responsible for protecting the rights of individuals and prosecuting crimes that impact the quality of life in Salem.

SALEM POLICE STATION

In May 2017, residents passed a \$61.8 million bond to finance the design and construction of a [new Police Station](#). The new facility meets current seismic standards and brings together important police functions from separate leased buildings. Construction of the 104,000 square-foot facility got underway in November 2018. In August 2019, an important milestone was reached when the concrete roof structure was completed. Fully enclosing the building by November 2019 protects the interior from winter weather so that construction can remain on track for opening in September 2020.



Construction of New Police Station

MORE EMERGENCY RESPONSE IN WEST SALEM

In the City's FY 2019 Budget, the City Council approved reopening Fire Station #11 on Orchard Heights Road in West Salem, which was closed in 2012. Since reinstating 24-hour service on January 1, 2019, Engine 11 has responded to more than 797 calls for service and provided additional response capability to West Salem and the surrounding area.

GET THE APP, SAVE A LIFE: PULSE POINT

Thank you for being a part of our PulsePoint community! Many use the free [PulsePoint mobile phone application](#) to view and receive alerts when Salem's Fire and emergency medical services respond to calls. The app alerts Salem's 8,200 users if someone in their vicinity is in need of CPR and points to local AEDs.

PREPARING TOGETHER FOR EMERGENCIES

In 2019, we launched a campaign to help residents get prepared to survive for at least two weeks after a major disaster. As part of the campaign, we're inviting our community to follow three Salem residents working to get their families #2WeeksReady. In its first month, we reached 36,000 people and hundreds of Salem families took the [#2WeeksReady challenge](#). Each October, we get a chance to test our readiness as part of the [Great Oregon Shakeout](#). You can also become a part of your neighborhood [Community Emergency Response Team](#) or sign up to get [Community Alerts](#).



#2WEEKSREADY

Be Prepared Salem

Encourages partnerships or activities to proactively prevent crime, and provide education on personal and community safety.

Encourages sustainable community redevelopment and rehabilitation practices.

Offers activities and intervention programs that promote positive youth development.

IMPROVING COMMUNITY CPR AND AED OUTCOMES

For our fifth consecutive year, Salem Fire has provided CPR and AED training to more than 2,500 eighth grade students. Each year, we estimate these students teach 500-800 family members with training equipment available to students.



Council Policy Update

SOBERING CENTER

Featured in the 2019 City Council Policy Agenda, the idea of a safe, clean and supervised space to become sober and connect to further treatment remains a critical need in our community. Challenges with funding have delayed progress on the Sobering Center.

RESILIENCY TASK FORCE

In 2019, we launched a Resiliency Task Force to help Salem residents and visitors prepare for all types of hazards and emergencies. To begin, surveyed residents on current preparedness. We'll survey again to see if our preparedness changes for the better after the Task Force work is complete. The Task Force is focused on a plan to educate residents and commuters on individual and household preparedness, and working with community partners to expand the reach of preparedness education.

SAFER FOR BIKERS AND WALKERS

We continue to add and improve bike lanes and pathways, sidewalks, crosswalks, pedestrian crossing islands, and install flashing lights at crosswalks to make riders and pedestrians more easily seen. Many of these projects come from the 2018 Pedestrian Safety Study which looked at crash data, police reports, and field observations across our community. Among the recommendations was the

Safer Crossings Program to provide Salem residents a way to request pedestrian improvements and track the status of requested projects. Some of the big improvements include: Commercial and Royvonne; Fisher Road NE; Ryan Drive SE; 12th Street SE; Winter-Maple Family Friendly Bikeway; 22nd Street SE; and Church Street.

In preparation for 2019 school year, we improved crossings at Crossler Middle School, Houck Middle School, and on Mousebird, south of Royal Crown Avenue NW.

Learn more about improvements planned in your neighborhood. Here are a few more ways you can help keep [Salem's streets safer for all](#).



New Crosswalk by Civic Center



WELCOMING AND LIVABLE COMMUNITY

2019 Community Report

WHAT IT MEANS

Supports a long-term vision for future growth and development with the community.

Addresses homelessness, poverty, and other human services needs by leveraging resources and partnerships

To ensure Salem residents have access to parks, recreation, and historic and cultural opportunities, we're actively working with our community today to build a long-term vision for future growth and development, developing a diverse range of housing options, creating and maintaining public spaces to offer activities that connect, benefit, and reflect our community, and supporting the arts, historically and culturally significant buildings and sites, and community events. In Salem, a long history of meaningful volunteer and neighborhood engagement helps our collective goal of making Salem welcoming and livable for all.



Council Policy Update

HOMELESS RENTAL ASSISTANCE PROGRAM

Launched in July 2017, the City of Salem committed \$1.4 million to support the Homeless Rental Assistance Program. Through this program with the Salem Housing Authority and others, we help with housing, food, furnishings, and health.

The Program combines rental assistance and intensive case management with the long-term goal of housing stability. As of September 2019, the program has housed more than 200.

Our program is now starting its third year and we are looking for more landlords to engage in our program and give back to our community.

VOLUNTEER FOR RENTAL ASSISTANCE



Cody Freshour and Ivalor Property Management have participated actively in the City's Homeless Rental Assistance Program, housing many who were unsheltered and faced barriers to securing housing. The program is successful when landlords participate.

The 2019 Al Loucks Business-Government Partnership Award honored Cody and Ivalor Property Management as a business making a major contribution to the City of Salem or one of its programs or projects.

Cody received award from Councilor Matt Ausec

MEETING HOUSING NEEDS IN OUR COMMUNITY

We're actively working with partners to reduce hardships that lead to [homelessness and increase access to affordable housing](#) for those who are unsheltered or at-risk of becoming homeless in our community. Here is a summary of our collaborative efforts to add more housing options in our community, and help our unsheltered neighbors:

- **The Salem Housing Authority is developing 86 units of low-income housing** and works with developers to encourage construction of affordable housing. There are **37 units** under construction at Redwood Crossings, with several units devoted to respite care for those transitioning from hospital care, and another **52 one-bedroom units** are planned at the Yaquina Hall building at the former State Hospital.

Creates and maintains parks, trails, and open public spaces to offer activities that connect, benefit, and reflect our community.

Supports the arts, historically-significant buildings and sites, and community events.

Enhances multi-generational community enrichment and meaningful volunteer and neighborhood engagement.

- Through urban renewal funds, the City supported construction of **188 affordable apartments** on Portland Road.
- Seven affordable housing projects, with a total of 356 units, qualified in 2019 for a new tax incentive for nonprofit owners of low-income housing.
- Since [Salem's Housing Needs Analysis](#) was completed in 2014, we've been making more multi-family zoned land available. Between 2014 and December 2018, we issued building permits for **1,667 new multi-family units**. We're seeing more multi-family housing in a variety of zones. More than **31 acres have been converted to multi-family zoning**. And we're planning now for growth in our community through Our Salem community-wide visioning.
- **Union Gospel Mission expands** on a new site at Commercial and Division Street NE for more dining- from 72 to 232 seats and 220,000 meals annually (a 36% increase) and shelter increase from 150 to 300 beds (116% increase in annual nights of shelter). Construction begins Fall 2019.
- **Low-income assistance.** Salem and Keizer receive and distribute federal grants to build, buy, or rehabilitate affordable housing for rent or ownership. Grants also provide direct rental assistance. We also assist with utility and sewer bills, and award roughly \$400,000 each year in grants to local nonprofits for emergency or essential services to our most vulnerable populations with the highest need.
- **Day rooms, showers, restrooms, laundry and storage.** A number of the ideas from the Downtown Task Force are occurring at ARCHES, including construction of expanded day room space, showers, 24/7 restroom facilities, laundry, and storage.
- **Connecting to services.** ARCHES staff, HomeBase Shelters of Salem, and volunteers from the homeless community have produced

a Pocket Guide for Homeless in Salem. This compact, foldable handout identifies resources, service providers, and meal locations. ARCHES staff and volunteers connect overnight campers (on sidewalks, in alleyways, in doorways) to get help from service providers.

- **Mobile Hygiene Unit.** United Way's Mobile Hygiene Unit will frequent areas with a high density of unsheltered populations. United Way is also working on a tiny home project and portable showers.
- **Continuum of Care.** Beginning in June 2019, the Mid-Valley Homeless Initiative led efforts to establish a local Continuum of Care to improve service delivery, coordination, and data gathering; better meet the needs of our community; and secure additional federal funds to provide more services.

VOLUNTEERS FOR WARMING SHELTERS



ARCHES and its army of volunteers were honored in 2019 with the Mayor's Merit Award for improving the quality of life of those who are less fortunate in our community. This past winter, ARCHES Warming Shelter volunteers warmed almost 4,000 guests over 42 chilly nights. A total of

330 volunteers donated 6,600 hours and served more than 920 individuals. If these volunteers hadn't stepped up to care for those in need during last winter, many would've been exposed to bitter cold nights outdoors.

ARCHES Director, Ashley Hamilton



Continued

SALEM PUBLIC LIBRARY SEISMIC AND SAFETY UPGRADE

In November 2017, Salem voters approved an \$18.6 million bond to improve the Library to withstand earthquakes, and make the building more accessible by bringing it into full compliance with the Americans with Disabilities Act. Construction begins in March 2020. During construction, Library services will be offered at a temporary site located at 1400 Broadway NE, or at the West Salem Branch Library. The main Library will reopen in May 2021. You can stay up to date on our progress on the [City's website](#).



Salem Public Library



Council Policy Update

OUR SALEM

In September 2018, we launched a multi-year project to update the Salem Area Comprehensive Plan, which guides future development in the Salem area.

The first phase focused on examining the existing conditions of the City—our vital signs—and evaluating difference scenarios for how Salem could grow under current policies. The [report card](#) shows that we are meeting goals or targets for average wage, jobs and housing balance, and infill development. We're not meeting some of the targets our community feels are important: walking and transit friendliness, bicycle and pedestrian use, tree canopy, greenhouse gas emissions and air pollution associated with traveling within our community.

POP-UP DOWNTOWN

Throughout downtown Salem last summer, through a free Pop-Up Downtown program, we offered classes for all ages and abilities, including arts and crafts, music, Spanish, fitness, and cooking. Salem, through our Center 50+, was one of three communities in Oregon awarded an AARP Community Challenge grant to help communities become great places to live for residents of all ages.



Line Dancing at Wednesday Farmer's Market

VOLUNTEERS FOR WELCOME HOME



Delana and Russ saw a trend of women, who could no longer afford their family home after a spouse passed away when Social Security or other government assistance was often not enough. To cover increased rent, people found themselves living in cars. Delana and

Russ responded by purchasing a five-bedroom home and renting out the rooms at greatly reduced prices, for a “welcome home” place to live. The 2019 Vern Miller Key Resident Award was presented to Delana and Russ Beaton in recognition of their outstanding long-term service to the City.

Russ and Delana receive award from Councillor Tom Andersen.

VOLUNTEERS FOR MOBILE HYGIENE



Last year Claire spearheaded an effort to bring a mobile hygiene unit to serve people in need in Marion, Polk, and Yamhill Counties. It took almost a year of planning and fundraising, but the shower trailer became a reality in August 2019. This impressive 22-foot modified

trailer houses three private, fully functioning bathrooms with sinks, toilets, and shower stalls. Claire was honored with the 2019 Youth Achievement Award.

Claire receives award from Councillor Jim Lewis.

UHURU YOUTH CHOIR, YOUTH ACHIEVEMENT AWARD

We honored the Uhuru Youth Choir with a Youth Achievement Award in 2019. Uhuru, in Swahili, means freedom. All the young musicians in the group represent our refugee communities here in Salem.





STRONG AND DIVERSE ECONOMY

2019 Community Report

WHAT IT MEANS

Creates opportunities for development, entrepreneurship, and economic innovation.

Invests in programs, incentives, and technology that support business attraction, growth, and retention.

Salem is home to a wide range of industries and private employers. As the state’s capital, the local economy is relatively stable with strong agricultural production, manufacturing, and distribution. The addition of high tech to the local economy has provided steady growth. Major employers, in addition to government and Salem Health, include Kettle Foods, Garmin, Yamasa, West Salem Machinery, Gilgamesh Brewing, and Amazon.

In economic development and job creation, our role is to provide infrastructure and development services, support the area’s business climate, and promote programs, services, and economic incentives offered by the City of Salem and Urban Renewal Agency. We leverage these funds and work with economic development partners and the development community to actively promote investment in our community.

destination for food and cultural events, and a space to foster entrepreneurship and support the Latino businesses in the area. One recommendation in the resulting Portland Road Action Plan (2016) was to pursue a public market, incubator, or food hub. We are now leasing the Zamora property and partnering with Meritt to serve their small business clients.



Patron Enjoying Local Cuisine



Council Policy Update

TESTING MARKET FOR HIGH SPEED BROADBAND DOWNTOWN

One Strategic Plan is to explore bringing City-provided high-speed internet downtown. A market analysis is in progress to assess the need and demand for a high-speed broadband network and free Wi-Fi downtown. If the downtown-focused study shows City broadband is feasible, a pilot project will follow.



Council Policy Update

TOURISM PROMOTION AREA

A Tourism Promotion Area would establish a two percent benefit assessment on gross short-term room rental revenue booked within City limits, in addition to the 9 percent Transient Occupancy Tax that is currently assessed. The added revenue would benefit Salem lodging establishments. As envisioned, the City of Salem would collect the 2 percent assessment fee for the Tourism Promotional Area. If approved, revenues for marketing and promotions would nearly double to more than \$1,000,000.

NORTH SALEM FOOD HUB

Beginning in 2015, we worked with our Urban Renewal advisory board to identify spending priorities for remaining North Gateway Urban Renewal funds. Through these conversations, we heard from neighborhood residents and businesses about the desire for more places to gather, a

2019 Community Report

Fosters community networks to act, connect, advocate, and cross-pollinate ideas across business sectors.

Supports housing options, educational opportunities, and amenities that attract and develop a skilled and quality workforce.

Fosters regional and public/private collaboration to contribute to economic stability.

IT'S OFFICIAL: SALEM BREWERY DISTRICT

In 2019, we recognized the Salem Brewery District. There are 13 brewing operations in Salem, not including local cider producers: Bine Valley, Vagabond, Santiam, Gilgamesh, Ratchet, Salem Ale Works, Sparky's, b², Xicha, McMenemy's Thompson Brewery, Noble Wave, RAM, and nano-brewing operation at Hopheads. The Salem Brewery District represents the mostly industrial area that stretches between 12th Street and 25th Street, from Mission to Madrona.



MORE INDUSTRIAL JOBS COMING TO SALEM

At the [Mill Creek Corporate Center](#), joining Amazon, Henningson Cold Storage, and distribution for Home Depot and FedExPacTrust is constructing two new buildings of more than 110,000 square feet. To make this possible, the City is constructing 26 additional acres of wetlands through spring 2020. Combined with

investments in public infrastructure, the mitigated wetlands make the south development sites shovel-ready for new business growth, balancing job growth, and environmental stewardship for the benefit of the community.



BUSINESS EXPANSION IN WEST SALEM

In the [West Salem Urban Renewal Area](#), construction is complete on new retail space at Wallace and Glen Creek, and tenants are opening in fall 2019. Northwest Rehabilitation Associates opened on Patterson Street NW in July 2019, adding jobs as well as specialized physical therapy and athletic training services to West Salem. West Salem Machinery installed its milling center and is preparing for more equipment installation. The grant program has been instrumental in these redevelopment projects.

BIG MOVES DOWNTOWN

More housing and businesses came Downtown in 2019. There is more to come! A six-story 148-unit micro rental housing project is under way on a gravel lot. In spring 2020, a 100+ unit hotel will start at the former Marion Auto Garage site, across from the Convention Center. Western Oregon University will move into the Vick Building on Trade Street to focus on working professionals.



SAFE, RELIABLE, AND EFFICIENT INFRASTRUCTURE

2019 Community Report

WHAT IT MEANS

Optimizes the use of City assets.

Manages water, stormwater, and wastewater safely and responsibly.

Salem owns and operates a valuable network of infrastructure including buildings, streets, pipes, dams, properties, parking garages, recreation facilities, airport runways and taxiways, and equipment. Our current Capital Improvement Program identifies \$208 million in infrastructure construction projects, with 86.2 percent of the project funding dedicated to the City's utility and transportation system. A large number of critical infrastructure projects are known—most are listed in the City's infrastructure master plans—but are not yet funded. In addition to the needs of existing infrastructure, the City needs to provide for new residents as the community grows and changes.

NEW TREATMENT STEPS FOR 2019 AND 2020 ALGAE SEASON

Every day, North Santiam River water flows into the Geren Island Water Treatment Facility slow sand filters and is disinfected with chlorine. In 2019, we added [treatment steps](#) including powder activated carbon and modified chlorination to control cyanotoxins. As a result, [Salem's drinking water](#) remained clean and safe. The long-term solution for removing algae and toxins is to add ozone as a treatment step by spring 2021. Ozone is one of the strongest disinfectants used to treat water.

UTILITY RATE RELIEF

In March 2019, City Council added more residents to the Utility Rate Relief Program. Working with the Mid-Willamette Valley Community Action Agency, an additional 330 customers were qualified, joining the 190 customers already receiving the discount. For Salem residents, the discount of \$11.80 per month is applied to the account automatically. The City continues to work with Mid-Willamette Valley Community Action Agency to qualify new customers. Learn more about the [Utility Rate Relief Program](#) on the City's website.



Center 50+ Lobby



AC Gilbert House

Supports a balanced transportation system that reflects effective land use and reduces congestion.

Designs, constructs, and maintains an interconnected and multi-modal transportation network that is safe, accessible, and sustainable.

Plans, operates, and maintains infrastructure networks.



Council Policy Update

ASSET MANAGEMENT AND GENERAL OBLIGATION BONDING STRATEGY

Well-maintained infrastructure is critical to efficiently provide services and for ensuring the economic vitality of our community.

The City owns and operates infrastructure systems valued in the billions of dollars. The equipment and properties are in constant need of maintenance, repair, upgrade, replacement, and expansion. Some types of infrastructure, such as the City's water, wastewater, and stormwater utilities, have dedicated funding for major improvements. Other types of infrastructure, such as the municipal airport,

have access to specific grant funding sources. However, most major repairs, upgrades, replacements, and expansions can only be funded through periodic general obligation bonding.

The needs will always out-pace the City's ability to obtain funding. Working with the Council's Finance Committee, we will develop a general obligation bonding strategy consistent with the Council-adopted 2017 Salem Strategic Plan's goal to "simplify and streamline the City's infrastructure and master planning to better align City Council and community goals for the development and maintenance of a robust infrastructure system.

SALEM OWNS, OPERATES, AND MAINTAINS

McNary Field. Salem's 751-acre municipal airport is home to more than 130 aircraft hangars and businesses, and the Oregon National Guard's Army Aviation Support Facility. Annually, more than 40,585 take-offs and landings occur at the airport.

Center 50+ is our nationally accredited senior center. On average, more than 850 people visit daily to take classes, enjoy a healthy lunch with friends, use the exercise equipment, and participate in other activities. Every dollar of City funding is matched with nearly four dollars in program fees, volunteer labor, in-kind contributions, and financial support from partners such as Friends of Center 50+, businesses, and local residents.

Parks in Salem. Today, more than 75 percent of households live within a half-mile of a park. Our 88 park properties and 2,320 total acres of parks feature ball fields, buildings, restrooms, shelters, tennis and pickle ball courts, paths and trails, 227 pieces of playground equipment, spray fountains, boat ramps and docks. Parks programs benefit greatly through the coordination of volunteer and supplemental labor programs representing more than 81,000 hours.

Wastewater Treatment. In 2018, we treated more than 17 billion gallons of wastewater. The Willow Lake Water Pollution Control Facility serves the cities of Salem, Turner, Keizer, and some unincorporated areas of east Salem. All residual biosolids generated by wastewater treatment processes are reused—consistent with regulatory guidelines—as fertilizer and soil amendments on non-food chain crops. At Willow Lake, we're using waste to make renewable energy and supply nearly one half of the total power needs at the wastewater treatment plant, keep 5,000 metric tons of pollution-causing gases from being released to our atmosphere, and save the City more than \$300,000 in energy costs each year.

AC Gilbert, Bush House and Deepwood. The City of Salem owns and maintains the Bush House and Barn, Deepwood Estate, and the Gilbert, Parrish, and Rockenfield houses on the A.C. Gilbert Discovery Village campus. The primary source of funding for capital improvement projects at these sites is lodging tax revenue (known as Transient Occupancy Tax).

[Learn more about Salem's Infrastructure here.](#)



NATURAL ENVIRONMENT STEWARDSHIP

2019 Community Report

WHAT IT MEANS

Reduces the carbon footprint of City operations and conserves energy.

Protects and enhances watersheds, natural areas, and natural resources.

Cities impact the environment and natural resources directly through operations, services, and infrastructure (such as transportation, pathways, urban nature, and walkable neighborhoods), through development, and resident and business use of water, energy, and waste systems. Many Salem activities protecting our environment, drinking water, flooding, stormwater, and wastewater treatment are the subject of state or federal laws to which the City must comply and may incorporate into local regulations. Salem also prepares and works to reduce flooding; supports an education program to keep streams clean; invests in parks, open spaces and the urban tree canopy; balances land use needs today and into the future; plans for infrastructure needs as the community grows and changes; incents Brownfield clean up and development; invests in energy efficient operations; and plans for resiliency of services to our community.



Blue Heron Hunting



Council Policy Update

GREENHOUSE GAS INVENTORY

In 2019, we completed a Community Greenhouse Gas inventory as a way of measuring our community's emissions sources including transportation, waste production, and energy use.

Looking ahead, this inventory will help us track progress toward future emissions reduction targets, understand the community's impact on the environment, and mitigate its contribution to global climate change.

What's in the inventory?

Inventory data was gathered for the 2016 calendar year from federal, state, and local sources, including utilities. The inventory spans six emissions source categories: Mobile emissions; stationary combustion; water and wastewater; electricity generation; agriculture and urban forestry; waste generation.

The inventory accounts for emissions from Salem's residents, employees, and visitors undertaken within or originating from its city limits, but does not include emissions from consumption of goods within Salem's city limits that originated elsewhere.

Inventory results

In 2016, the City of Salem's residents, businesses, employees, and visitors produced 1,553,573 Metric Tons of CO₂ equivalent (CO₂e). This equates to roughly 9.59 Metric Tons of CO₂e per capita. Mobile emissions made up over half (53 percent) of the CO₂e produced. Electricity generation comprised more than one quarter of all emissions, while residential and commercial fuel combustion was the third largest contributor at 16 percent.

Plans and designs the City's growth to minimize emissions and other environmental impacts.

Provides education to the community to protect and preserve the natural environment.

Mitigates and abates threats to the environment.



Council Policy Update

ENVIRONMENTAL ACTION PLAN

As an initial step for a climate action plan, we are auditing City actions, practices, and plans that address climate change. The Climate Action Audit compares the City of Salem's actions to other adopted municipal climate action plans. The Audit lays the foundation for a Salem-specific climate action plan.

BUYING GREEN POWER

The energy that powers the City of Salem is getting greener. In 2019, Salem joined Portland General Electric's Green Future Impact program to boost the City's use of renewable energy by 60 percent. By the end of 2021, 80 percent of the energy that powers the City's operations will come from renewable sources. The City also participates in PGE's Clean Wind program. The Green Future Impact program adds Oregon-produced solar and/or wind power to the City's energy portfolio.

More Trees in Salem



Volunteers Planting Trees

For the last six years, we've partnered with Friends of Trees on community tree planting events. In 2018, 660 volunteers helped plant 75 large trees, 300 small trees, and 7,900 small plants at Minto Island Conservation Area, Weathers Park, Eola Ridge Park, Cascades Gateway Park, and Judson Middle School/Woodmansee Park. Through Treecology, another 150 trees will be planted each year in City rights-of-way, with three years of watering and tree care. City staff planted another 225 large trees.



RESTORING WILLAMETTE

Daylighting Pringle Creek

Can you see where Pringle Creek meets the Willamette Slough? Salem daylighted and restored Pringle Creek as it flows to the Willamette Slough. Concrete remnants from the former Boise Cascade Paper Mill were removed so that efforts to restore the creek can begin. Pathway connections to Riverfront Park and the Minto Island Pedestrian Bridge will also be explored. Stay tuned!

For more information, please visit www.cityofsalem.net

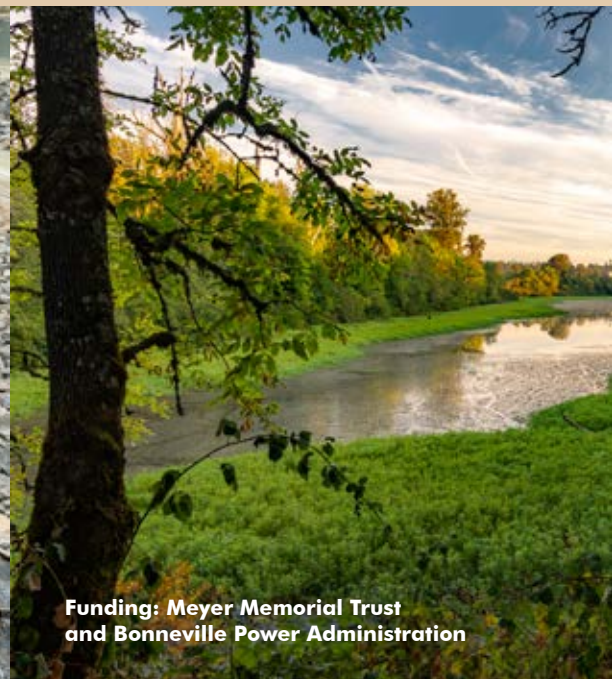
Restoring the Slough

Creeping water primrose, an invasive plant, has taken over the Willamette Slough, impacting recreation opportunities. Efforts are underway to remove the aggressively growing plant.

We are thankful for the support of the City of Keizer, Marion Soil and Water Conservation District, North Oregon Department of Fish and Wildlife, Oregon Department of Fish and Wildlife, Oregon Department of Fish and Wildlife, Oregon Department of Fish and Wildlife, Salem Environmental Education, and Willamette



Funding: South Waterfront Urban Renewal Area



Funding: Meyer Memorial Trust and Bonneville Power Administration

ING THE TTE RIVER

ve aquatic plant, is choking
ing water quality, habitat,
ts are underway to control

izer, Glenn Gibson Watershed Council,
h Santiam Watershed Council,
State Parks, Salem Audubon Society,
Riverkeepers.

Minto Island Conservation Area

Native trees and shrubs are important to the wildlife that call Minto Brown Island home. Current restoration efforts in the Minto Island Conservation Area include removing invasive plants and replanting with native trees and shrubs.

Salem Audubon Society

The Salem Audubon Society controls 22 acres of the northern tip of Minto Island for a Great Blue Heron rookery.

salemaudubon.org



Funding: Oregon Watershed Enhancement Board
and Meyer Memorial Trust

Photo Credit: T. Byrne.



GOOD GOVERNANCE

2019 Community Report

WHAT IT MEANS

Ensures stewardship and sustainability of the City's financial, human, information, and physical assets.

Clearly communicates responsive, accurate, and accessible information and services.

The mission of the City is to provide fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of the economy. The half-billion-dollar municipal corporation operates under the council-manager form of city government. As of July 2019, the municipal corporation has 1,237.75 full-time equivalent positions, equating to approximately 7.5 employees per 1,000 residents.

WE LOVE OUR VOLUNTEERS

We all benefit from the time and talent of residents who work with staff and elected representatives on issues of importance to the community. In the past five years, Salem volunteers have donated more than one million hours of service to their community. Each year, in mid-September, we celebrate the contributions of more than 9,000 volunteers. This year, 13 volunteers and organizations received special recognition. We'll share their stories on Tuesdays through our social media platforms. To find volunteer opportunities with the City of Salem 18 advisory boards and commissions, please visit: cityofsalem.net/volunteer

WHAT'S IN A BOND RATING?

In 2019, the City of Salem retained its A2 bond rating on the City's General Obligation debt. A bond rating can be thought of as a credit score for large organizations such as cities. It helps determine the kinds of interest rates a city can get when it goes to borrow money via a bond. Rating agencies evaluate city finances based on the strength of the local economy and tax base, financial management, debt, pension obligations, and governance.

For more on the City's finances situation, or to view the City's budget and financial forecasts, see the [City's website](#).

CONNECTING WITH OUR COMMUNITY

In addition to outreach around specific parks or street projects, we engaged broader audiences to support Our Salem, Library Renovation, Police Station and public art to conversations around homelessness through the Downtown Homeless Task Force, Good Neighbor Partnership, and a proposal for sidewalks and public spaces. We also held community events such as Halloween Dress Rehearsal, National Night Out, Summer Reading Program, Public Works Day Movies in the Park, celebrations of volunteers, and a kick off Hispanic Heritage month. Our primary social media account, facebook.com/CityOfSalem-OR, hit a major milestone in October 2019 of 20,000 followers. In 2019 we added Nextdoor to our communications portfolio, which also includes Instagram and Twitter. We live-streamed all Salem City Council and Budget Committee meetings on [Facebook](#), [YouTube](#) and cable channel 21.



2019 Public Works Day

2019 Community Report

Strengthens community and regional partnerships.

Provides assurance of regulatory compliance to minimize and mitigate risk.

Maintains transparent, ethical, inclusive and accountable leadership and collaboration.



2019 Summer Reading Program Celebration



Council Policy Update

GENERAL FUND REVENUE STRATEGY

In the 1990s, Measures 5 and 50 took away local control of property tax revenue and artificially capped it. As a result, revenue has not kept pace with inflation and property taxes are not sufficient to support local government expenses. Without additional revenue, the City will reduce services to the community.

After considering many options and input, the Salem City Council proposed two options for new revenues to support essential City of Salem services.

Together, an operating fee and employee-paid payroll tax will help fund needed City services. Revenues generated by the operating fee proposal would support ongoing library, park maintenance, police, fire, emergency and social services, and other essential services. Revenues generated by the employee-paid payroll tax proposal would be dedicated to keep pace with our community's public safety.

Being more efficient helps, but is not enough. We are always looking for ways to be more efficient and continue to provide high quality services the community expects. To be good stewards of the resources entrusted to us, we are using technology in new ways and changing the ways we provide services, using more energy-efficient products, charging for services that make sense, and engaging volunteers and foundations to support community services.



Council Policy Update

KEY PERFORMANCE INDICATORS

How will you gauge whether the City is doing a good job?

As work continues on Priority Based Budgeting, there is a clear need for key performance indicators or to show progress toward an outcome that is meaningful to the community. This framework, part of the 2019 policy agenda, will help formalize key performance indicators Council and community priorities.

SALEM AT A GLANCE

2019 Community Report

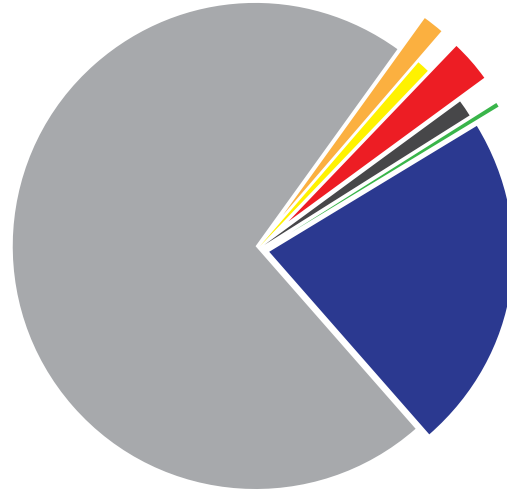
49 SQUARE MILES

Salem is 49 square miles, straddling the Willamette River and both Marion and Polk counties.

About 1/5 the size of Crater Lake National Park



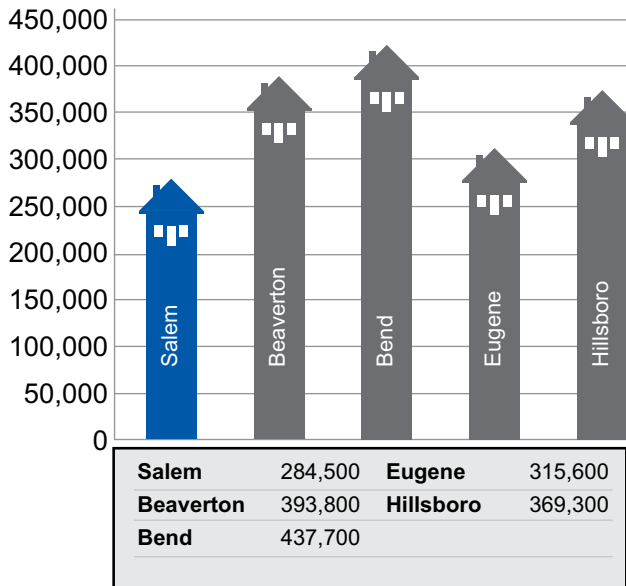
SALEM IS A DIVERSE COMMUNITY DEMOGRAPHICS



Caucasian	66.16%	Native Hawaiian/Pacific Island	1.19%
Hispanic/Latino	18.30%	American Indian/Alaska Native	.92%
Asian	2.29%	Other	9.93%
African American	1.20%		

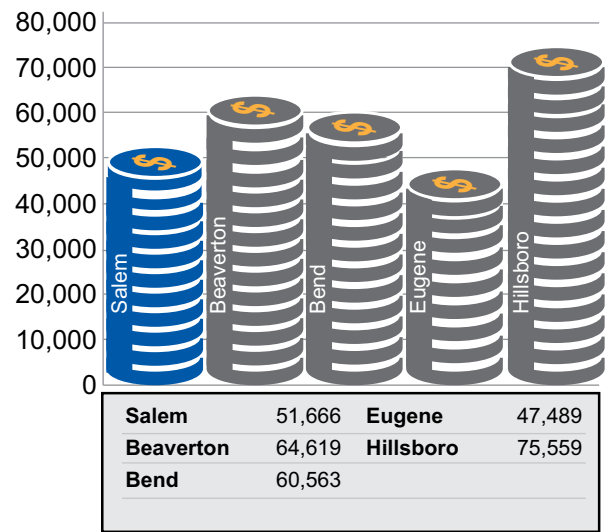
Source: U.S. Census Bureau's American Community Survey

SALEM IS AFFORDABLE AVERAGE COST TO BUY A HOUSE



Source: Zillow Research Center

INCOMES ARE LOWER THAN STATE AVERAGE MEDIAN HOUSEHOLD INCOME



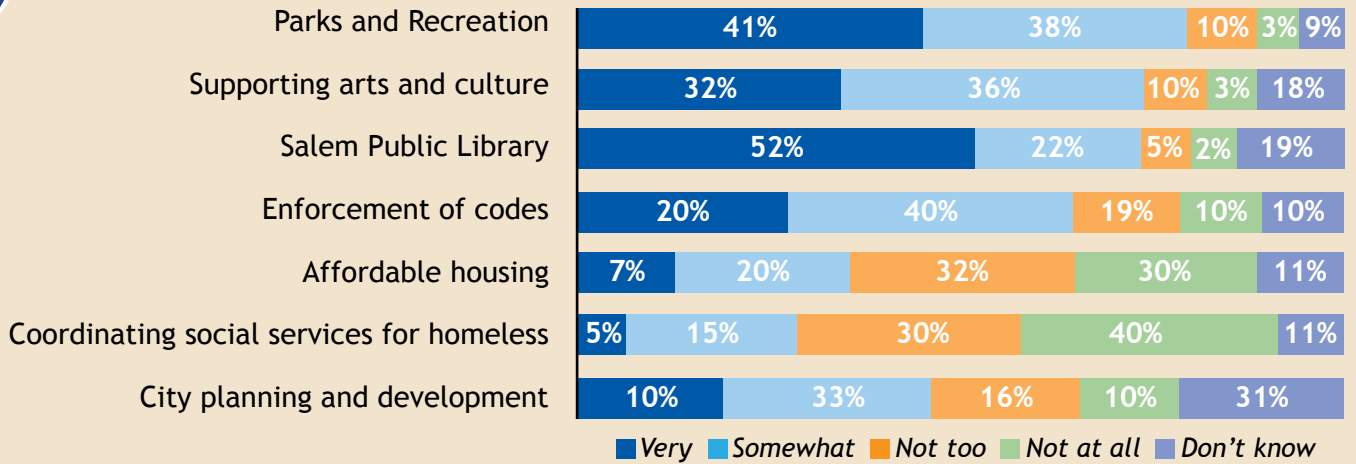
Source: American Community Survey

State Average: \$57,532

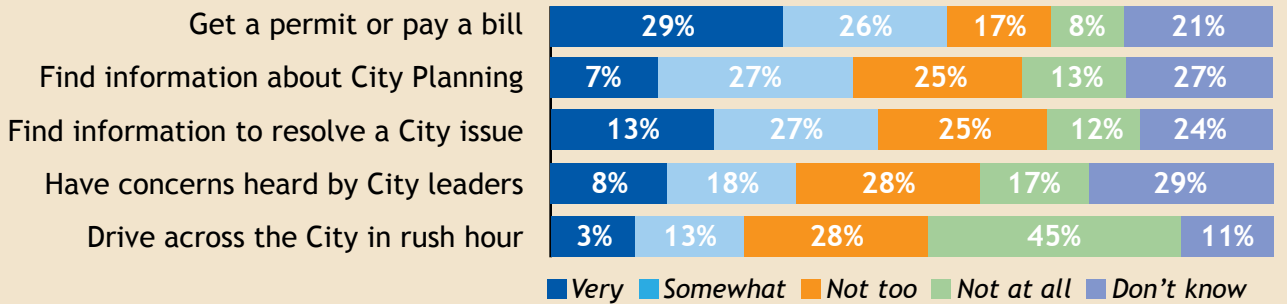
2019 Community Report



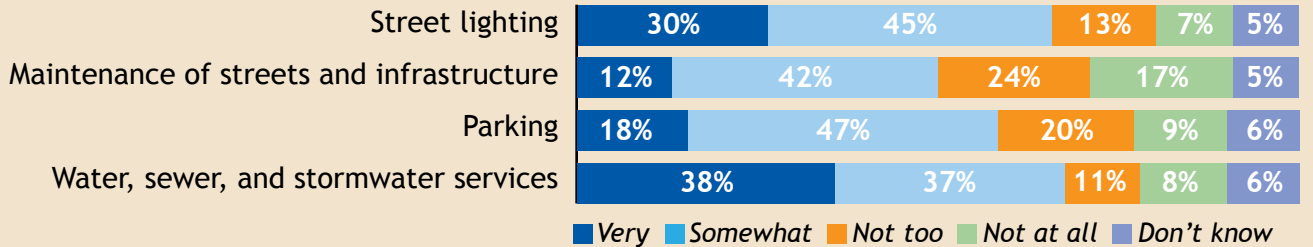
WELCOME AND LIVABLE COMMUNITY - SERVICE SATISFACTION



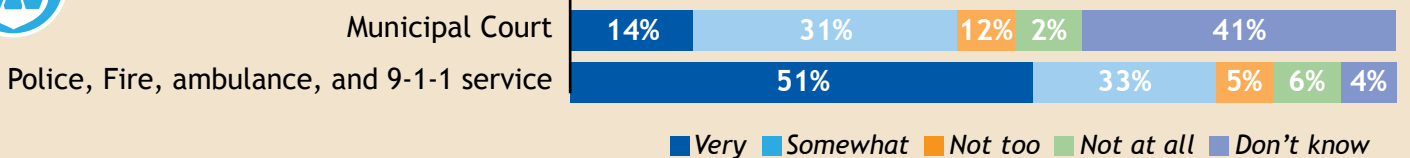
GOOD GOVERNANCE - HOW EASY IS IT TO...



SAFE, RELIABLE AND EFFICIENT INFRASTRUCTURE - SERVICE SATISFACTION



SAFE COMMUNITY - SERVICE SATISFACTION



NATURAL ENVIRONMENT STEWARDSHIP - SERVICE SATISFACTION

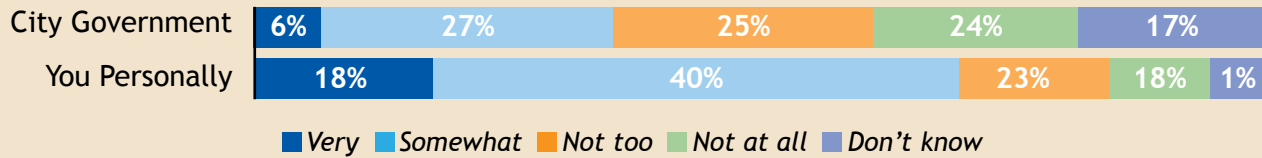


Source: 2019 Satisfaction level

FIRST RESPONSE RESULTS

2019 Community Report

PERCEIVED LEVEL OF PREPERATION FOR NATURAL DISASTER



Source: 2019 Satisfaction level

EMERGENCY CALL CENTER

In 2018, Salem's 9-1-1 call center, known as the Willamette Valley Communications Center, answered 173,300 calls for the 29 police, fire, and ambulance agencies it serves in Marion, Polk and Lincoln Counties. Our call takers answered 78% of those calls within 20 seconds and 98% within 40 seconds. A 9-1-1 call is measured from the time it reaches the call center until it is answered by a call taker. In addition to 9-1-1 calls, the center handled 236,624 non-emergency calls.

INCREASING CALLS FOR FIRE AND EMERGENCY MEDICAL SERVICES

Salem's Fire Department responded to 25,610 calls for service in 2018, including requests for medical aid (18,297 or 73%), responding to hazardous conditions (533 calls) and fire-related incidents (564 calls), as well as false alarms and other service calls. Overall, total call volume increased 9.3% from 2017. We continued to see increased call volume in 2019.

- **Special operations:** Our Fire crews responded to 282 calls for a hazardous material spill, water rescue or an auto accident where special equipment may be needed and arrived on scene within five minutes and 20 seconds 64.9% of the time.
- **Significant fires:** Fire crews responded to 65 first alarm or significant fires in 2018, a 9.7% decrease from 2017.
- **Medical emergencies:** In 2018, Fire responded to 10,906 calls for medical emergencies such as a heart attack or stroke, arriving within 5 minutes 65.9% of the time.

SALEM'S POLICE: PROTECT AND SERVE

In 2018, Salem's Police responded to 113,900 calls, a 7% increase from 2017. Behavioral health was a concern for more than 2,500 of those calls, which involved a trained behavioral health professional.

Police responded to approximately the same number of traffic crashes in 2018 as in 2017. Fewer burglaries were reported to Police (down 9%) with more aggravated assaults (up 14%) and robberies (up 5%) from 2018.

PERMITTING: THE YEAR IN REVIEW

New development and redevelopment projects are active citywide. Between July 2018 and June 2019, there were more than 2,350 permits issued for projects with a total valuation of nearly \$500 million, according to the City's Building and Safety Division. Among the developments moving forward were 317 multifamily units, 13 accessory dwelling units, and 547 single family or duplex homes. More than 110 new commercial/industrial permits were issued during the 12-month period, totaling nearly \$110 million in valuation.

Active, large projects include Salem's Hospital seven story new patient tower, a six-story apartment building downtown, Union Gospel Mission's three-story shelter, Salem Housing Authority's remodeling of 23 apartment buildings, the 18 building Grove Apartment Complex, Claxter Apartment Complex, and River Bend commercial complex three apartment buildings and two commercial buildings.

ANNUAL CYCLE

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

FALL/WINTER

Annual Community Report

How we measure progress

Forecasting

Residential Satisfaction Survey

WINTER (January)

City Council Policy Agenda

How does the City achieve its strategic priorities and ensure success?



SPRING (April, May)

City of Salem Budget

The Salem Strategic Plan, adopted by City Council in October 2017, articulates the mission, vision, values, and goals of the City organization. The Strategic Plan charts a three-to-five-year course for the City, and represents the culmination of extensive community

input on issues, followed by discussion and vetting of actions to advance the policy issues by City Council-led work groups in seven broad areas. The Strategic Plan is foundational to the Salem City government in four primary ways, listed below.

The Strategic Plan:

1. Articulates the mission, vision and values for the organization;
2. Defines expectations of the Council and community for the services the City should provide;
3. Establishes policy priorities for the next three to five years; and
4. Sets the framework for Council's annual policy direction through the City Council Policy Agenda.



Vision

A safe and livable capital city with a sustainable economy and environment that is open to all.



Mission

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.



Values

Opportunity: Salem is proactive and forward-thinking.

Compassion: Salem is fair, equitable, and safe.

Responsiveness: Salem is at your service, with capacity and partnerships to prepare for the future.

Accessibility: Salem is open and inclusive.



Defining the City of Salem's Service Areas through our Vision, Mission, and Values



Safe Community

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



Welcoming and Livable Community

Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.



Strong and Diverse Economy

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



Safe, Reliable, and Efficient Infrastructure

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



Natural Environment Stewardship

Protect natural resources including healthy streams and the Willamette River, and a reduced impact from the built environment and City operations on our natural environment.



Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

CONNECT WITH US

SOCIAL MEDIA

FACEBOOK

City of Salem	facebook.com/CityOfSalemOR
Salem Police Department	facebook.com/SalemPoliceDept
Salem Fire Department	facebook.com/CityofSalemFireDept
Salem Neighborhood Services	Facebook.com/SalemNeighborhoods
Recreation Services	facebook.com/COSRecreationServices
Center 50+	facebook.com/center50plus
Salem Public Library	facebook.com/spl.oregon

TWITTER

City of Salem	@cityofsalem
Salem Police Department	@SalemPoliceDept
Salem Fire Department	@SalemFireDept
Salem Public Library	@SPLOregon

INSTAGRAM

City of Salem	@cityofsalemoregon
Salem Police Department	@salempolicedept
Salem Fire Department	@cityofsalemfiredept
Recreation Services	@comeoutandplaysalemor
Salem Public Library	@spl.oregon

eNEWSLETTER

Receive updates on events, projects and news releases sent straight to your inbox. Sign up today: bit.ly/cos-enews

CITY DIRECTORY

Not sure who to contact? Go to the online City Directory: bit.ly/city-directory

SALEM COMMUNITY ALERTS

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