

COMMUNITY 2020 Annual REPORT



Our People,
Our Community
YOUR SALEM



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Featured on our 2020 Community Report Cover are...



Center 50+ has been providing a gathering place for older adults to enjoy life-enriching activities and services since 1976. What happens during a 2020 pandemic when groups can't meet? We become a Center without walls - mobilizing volunteers and staff in new and different ways to reach people in their homes. Through virtual connections, traditional phone and mail, and front porch delivery of services, we adjust to the new norm but continue to combat social isolation and loneliness for older adults. Follow along today at...www.facebook.com/center50plus/



In 2020, Salem opened Redwood Crossings, the community's newest affordable housing project designed to address homelessness in our community, including permanent supportive housing and six transitional respite care housing units, leased by Salem Health. [Take a virtual tour of the 37-unit building.](#)



Consuelo Martinez, a cadet with the Salem Police Department since October 2017, receives extensive training through our cadet program for youth and young adults between ages of 14 to 21. Cadets serve the community throughout the year and ride along with officers to see first-hand what the job of a police officer entails. [Learn more.](#)



The 30-acre Woodmansee Park is the subject of a 2020 Master Plan Update to see what its South Salem neighbors may wish to add to the park, and consider upgrades to the aquifer storage and recovery system located in the park, providing a backup source of treated drinking water for Salem residents. [Learn more.](#)

HOW TO USE THIS REPORT

The 2020 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.



Library discovery room

CREATING THE 2020 POLICY AGENDA

Through its annual City Council Policy Agenda, City Council makes its priorities clear to staff and the community. The 2020 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. Priorities for 2020 include:

- **Safe Community:** complete new Salem Police Station, provide safety for bikers and walkers, prepare together for emergencies;
- **Welcoming and Livable Neighborhoods:** develop more affordable housing and provide aid to those experiencing homelessness, continue planning Our Salem and Salem Public Library seismic and safety upgrade;
- **Strong and Diverse Economy:** focus economic activity in downtown, north downtown, and west industrial areas;
- **Safe, Reliable and Efficient Infrastructure:** continue to invest in safe drinking water, prepare asset management and bonding strategy;
- **Natural Environment Stewardship:** prepare Climate Action Plan; and
- **Good Governance:** connect and engage with our community, look at waste management fees, support revenue strategy for valued services, show progress with key performance indicators.

OUR COMMUNITY IMPACT



Steve Powers
City Manager

As we release this report on our progress toward City Council and community priorities defined in 2017, through Salem's first-ever Citywide Strategic Plan, our community, the nation, and the world continue to wrestle with the impact of the COVID-19 Pandemic on our public health, our economy, and our society. For our part, we were able to respond quickly and serve our community without a break in service, connect those in need to resources, open parking and streets to customers, and provide grants to local businesses. We invite solutions to face these and other ongoing challenges through constructive community dialogue. Notably, this year, we'll conduct an independent third-party performance audit of community policing and develop recommendations to help guide the first steps for a new police chief, following Chief Moore's retirement later this fall.

As this progress report is released, we are re-engaging in community and Council conversations about priorities for this community in the next three to five years, a Strategic Plan Update. With many of the 2017 priorities complete or well underway, and in the context of our changing world, we look forward to defining our vision for the near-term together, balancing response to emerging priorities and planning for a future for our growing community.

The 2017 Strategic Plan reframed our work and brought priorities into focus. We 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 invested in improving bicycle and pedestrian safety through streets and sidewalks, bikeways, and off-street trails.

We remain grateful for the opportunity to serve our community with support from all of you, 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 "Steve Powers".



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



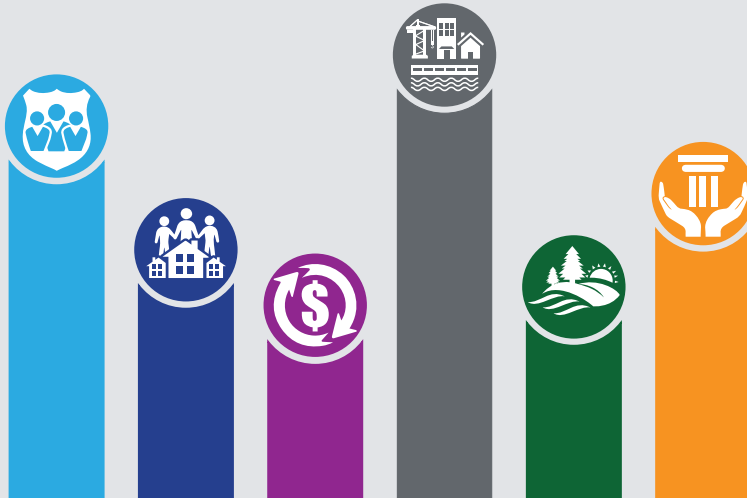
Protect natural resources including healthy streams and the Willamette River, and a reduced impact from the built environment and City operations on our natural environment.

Good Governance



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

FUNDING BY RESULT AREAS



Safe Community	\$116,460,460
Welcoming and Livable Community	\$31,400,860
Strong and Diverse Economy	\$12,593,030
Safe, Reliable, and Efficient Infrastructure	\$141,840,480
Natural Environment Stewardship	\$19,104,180
Good Governance	\$113,161,000

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 budget. Fiscal year budgets begin July 1 and end on June 30 of the following year.

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



Policy Agenda Updates

Prepare Together for Emergencies

In 2019, we launched a campaign to help everyone prepare to survive for at least two weeks after a major disaster. We surveyed residents on preparedness again in 2020 to gauge how we've improved. We did! More report being very or somewhat prepared in 2020 (63%) than in 2019 (58%) and more report having already made an emergency kit in 2020 (54%) than in 2019 (41%). 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](#).

Improve Safety 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 walkers more easily seen. In 2020, we've added intersection safety measures and continued to make safety improvements downtown and in west Salem.

Many of these projects come from the 2018 Pedestrian Safety Study that looked at crash data, police reports, and field observations across our community. Among the recommendations, the [Safer Crossings Program](#) provides Salem residents a way to track the status of crossing improvements. Ideas are ranked based on factors such as crash history, pedestrian volume, roadway type, and others, and funded with \$125,000 per year in the [Capital Improvement Plan](#).

Complete New 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. The new Police Station opens October 10, 2020.



Preparing to open new Police Station



Masking up to stop the spread of COVID-19

Mask Drive



From April through July, you answered our call to supply much-needed homemade cloth masks to help keep our community safe and slow the spread of the Coronavirus. More than 5,600 masks were donated to our local area non-profits and social service organizations.

Thank you!

Mobile Health



In response to the need for medical visits to residents sheltering at home during the COVID-19 pandemic, a group of doctors and nurse practitioners formed the Alluvium Mobile Health Team. Based on referrals from emergency medical services, Salem Fire Department, and Falck Ambulance, the team reaches out to and connects with patients who have possible COVID-19 symptoms like fever, cough, or shortness of breath, but who do not require emergency room care. By providing visits to residents sheltering where they live, the Alluvium team reduces the burden on the community's emergency medical services and hospital emergency room resources. We are grateful to community partners and volunteers for making this possible. Thank you Falck Ambulance, the ARCHES Project, United Way, and the Salem Health Foundation.



Volunteers for the Alluvium Covid response team



...CONTINUED

Stay Home. Stay Healthy.



Since March 2020, we've been living with the COVID-19 Pandemic. Together, we've worked to stay home and stay healthy, practiced social distancing and worn face coverings, and connected people and businesses to available resources, adjusting as best we can to this new normal.

New local use restrictions are in place through January 12, 2021.

Our City continues to provide emergency response, public safety, and other essential services, including water service to all customers. To help keep our community safe and continue sharing critical information to our community, we repurposed our staff and resources to essential services where possible. To help slow the spread of COVID-19 and

reduce opportunities for continued transmission of the virus, we made changes to some of our programs and services.

We offered contactless curbside check out at the Salem Public Library, streamed Center 50+ wellness and other classes to social media, and offered permitting and bill paying services on-line as we closed physical offices and facilities like the Civic Center and Municipal Court, Center 50+ and Salem Public Library. We retooled our website and social media to share critical public health information, community resources providing help and seeking volunteers, and financial support resources for non-profits and businesses. We kept parks open, the water on, offered small business grants, and opened parking spaces to restaurant seating.

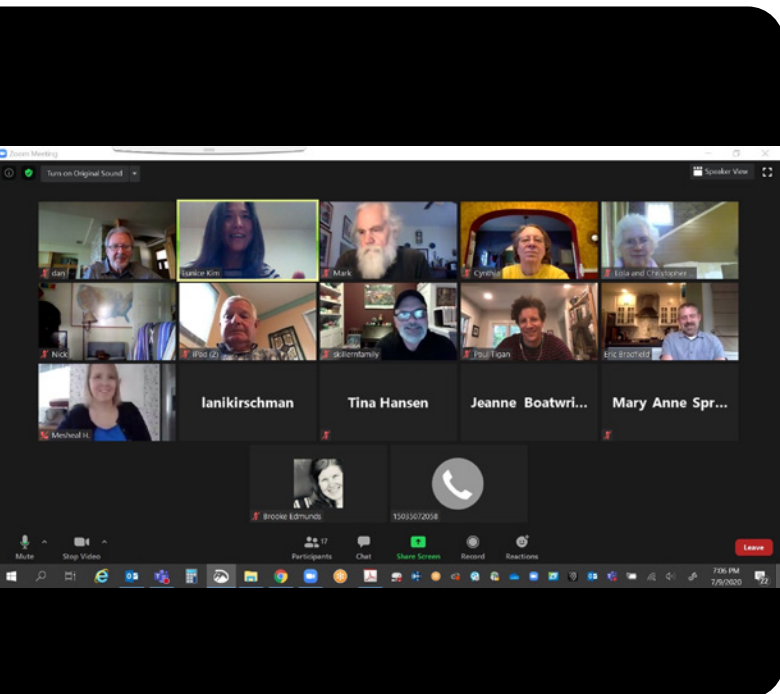
Please also help keep the many City workers safe who are still working around the community, providing those services. If you'd like to express appreciation, please do so from a distance. They'll appreciate your concern for their safety and that of their families.

Grants to local non-profits impacted by COVID-19

In September, the City of Salem awarded seven cultural and heritage focused non-profit organizations a combined \$25,000 in assistance for those who experienced a mandatory change-in-service, or closure, due to the COVID-19 pandemic. These awards were funded by the City Council and were distributed in grants of up to \$5,000 per organization.

Grant funding was awarded to Theatre 33, Straub Outdoors, Salem Art Association, Gilbert House Children's Museum, Verona Studio, Pentacle Theatre, and Enlightened Theatrics. To be eligible, the organizations were required to have a physical presence within Salem city limits, be open to the public and have experienced a mandatory change-in-service, or closure, due to the COVID-19 pandemic.

The City continues to support local businesses who have been affected by COVID-19 and expects to launch additional grant programs to benefit Salem small businesses and eligible non-profit organizations.



Grant neighborhood association virtual meeting

WHO DEPENDS ON YOU?



Can your family survive a disaster without assistance for two weeks?

Emergencies come in many forms, and when you least expect it. We can all take action to prepare today.

For information and resources to empower you and the people you care for, please visit:

www.cityofsalem.net • bit.ly/cos-2wr • facebook.com/CityOfSalemOR/
instagram.com/cityofsalemoregon • youtube.com/user/CITYOFSALEM
twitter.com/cityofsalem • redcross.org

Special thanks to American Red Cross and Oregon Office of Emergency Management

Start the #2WeeksReady Challenge Now!



Heather
Family of Three



Keith
Family of Six



Gretchen
Family of Four

Are you "2 Weeks Ready"?

Join us as we follow the Red Cross Disaster Preparedness Calendar to become #2WeeksReady. Learn how easy it is to build a readiness kit over 24 weeks.

Follow City employees and Salem residents Heather, Gretchen, and Keith as they take steps to ensure their families are prepared in case of a disaster. Watch, listen and learn about their challenges, tips, and successes.



#2WEEKSREADY

Visit www.cityofsalem.net/Pages/get-2weeksready-challenge.aspx



WELCOMING AND LIVABLE COMMUNITY



Policy Agenda Updates

Fund Homeless Rental Assistance Program.

Through the Homeless Rental Assistance Program launched in 2017 with Salem Housing Authority and other community partners, 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 2020, the program has housed more than 260 and assisted more than 300. We are always looking for more landlords to engage in our program and give back to our community.

Develop More Affordable Housing and Provide Aid to Those Experiencing Homelessness

Housing Emergency

In January 2020, the Salem City Council declared a housing emergency as a means to increase temporary shelter options for those experiencing homelessness in Salem. This allowed us to temporarily suspend certain land use provisions to increase capacity of the newly-opened United Way Safe Sleep Shelter for women, and car camping on private property with the owner's permission.



Salem Housing Authority staff donating items to the new arrivals at Redwood Crossings

Impact of COVID-19: available resources, car camping, and temporary camping in designated areas

Since March, the COVID-19 Pandemic has made the situation even more challenging for Salem's unsheltered. Through our COVID-19 response, we've connected people to available resources, opened a car camping pilot program and temporary camping in developed areas of Wallace Marine and Cascade Gateway parks as capacity at area shelters is strained with public health requirements to reduce the spread of the virus in our community.

...Policy Agenda Update continued

Build more low income housing

Through [Salem Housing Authority](#), we're developing 167 low-income housing units in our community. At Redwood Crossings we opened 37 units of permanent supportive housing with ARCHES and Salem Health (for transitional respite care). We're wrapping up design for 52 one-bedroom units at historic Yaquina Hall. We're also renovating four of nine Salem Housing Authority low-income housing properties. We're adding energy-efficient updates and eight new units. Freshening up these 40-year-old buildings will be completed by early 2021 so our properties will continue to serve our community, and a few new residents, for decades to come. Learn more about what Salem Housing is doing to increase affordable housing and encourage housing options in our community. To fund construction of affordable housing on Center Street near the State Hospital, we established a new single-property urban renewal area.

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Long-Term Priorities

Some of our community's longer-term priorities for those experiencing homelessness awaiting funding and partnership opportunities. These include planning and siting a low barrier shelter, supporting a mobile response unit, and sobering center.

Our Salem

In September 2018, we launched a multiyear project to update the [Salem Area Comprehensive Plan](#), which guides future development in the Salem area. Over the last year, we have asked the community for input on different options and ideas for how Salem

could grow in the future to better meet a variety of community priorities: housing affordability, access to transit, complete neighborhoods, and greenhouse gas emissions reduction. Now through November, we're asking for your input on the draft vision for future growth before making updates. We will use the final vision to develop policies and zoning code changes and to ultimately update the Comprehensive Plan next year.

Salem Public Library Seismic and Safety Upgrades

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. During construction, which started in March 2020, Library services are being offered at a temporary site or at the West Salem Branch Library. You can stay up to date on our progress until the main Library reopens in May 2021. Later this year, we'll engage our community in a strategic planning effort to chart the course for the future of the Library and its services.



Contactless curbside checkout at the Salem Public Library's temporary location



...CONTINUED



Open field at Battlecreek Park

Riverfront Park

With Salem Downtown Rotary, we are working on the [Gerry Frank Rotary Stage and Amphitheater](#) and a much needed eight-unit restroom facility at the north end of the park, near the splash pad and the Rotary Pavilion. Keep track of progress.

Secor Park

A [neighborhood park](#) in the Sunnyslope Neighborhood in south Salem, is receiving long-awaited improvements identified in a 2019 master plan, including an entry plaza, playground, benches, a new bridge, and paths. Keep track of progress.

Bush's Pasture Park and Deepwood Museum

The cultural landscape management plan is underway. The area encompasses 96 acres of significant historic properties; impressive natural resources, such as stands of white oak, camas

Planning Parks



With your help and input this year, in 2020 so far, we've prepared master plans to guide future investment in Eagle's View Park in West Salem and Battle Creek Park.

fields, and Pringle Creek; and expansive open space loved by many generations of people living in Salem. The cultural landscape management plan will define uses and management of different areas of the two parks. [Learn more about the master plan update.](#)

Geer Park

The [Geer Park master plan update](#) concentrates on 20 undeveloped acres adjacent to the park's baseball and soccer fields, multiuse paths, restrooms, and a bicycle pump track. Ideas so far include a skate park facility, additional ballfields, trails, a playground, and a shelter. Learn more about the master plan update.

Woodmansee Park

A well-loved community park located in central south Salem and home to a backup water supply system called an Aquifer Storage and Recovery System. [Learn more about the master plan update.](#)

Multi-family Housing



In February 2020, Salem updated [design standards for multifamily housing](#), a development with three or more dwelling units, to help meet our community’s housing needs by removing barriers and ensuring that new development is compatible with Salem’s neighborhoods. What started in Fall of 2018 and benefited from input through open houses, focus groups, and online surveying. You can learn more about the changes on the multifamily design standards page and view the [code changes](#) here.



Cappella multi-family housing

What you can do!

No matter the size, your contributions will go the furthest towards making a difference when you donate through established organizations. You can play an integral role in improving the lives of individuals, while helping your community.



1

Salem’s service providers know how to help our homeless neighbors. It’s what they do best. The more you support them, the more they can help people get into stable housing.



2

This winter, volunteer your time with the Salem Warming Center Network, ARCHES, Union Gospel Mission, and other service providers in our community.



3

Get to know the people living on the streets in your area and treat them like any neighbor. Avoid perpetuating stereotypes, stigma, and myths. People experiencing homelessness are not defined by their housing status. It’s often temporary, and it’s possible they’ve sought housing and/or shelter and there was none available.



STRONG AND DIVERSE ECONOMY



Policy Agenda Update

Focus Economic Activity Downtown, North Downtown, and West Industrial Area

High Speed broadband Downtown

- As the City tries to attract new commercial and residential activity, there is a sense that affordable options for broadband would be beneficial for both businesses and residents. As the City expands its infrastructure, policies will be implemented to install fiber optics in downtown areas where improvements

are planned. The City also plans to conduct technical strategy workshops to further evaluate community partnership options and opportunities for infrastructure improvements. If the downtown focused implementation shows City provided/initiated broadband as a feasible option, the feasibility of a citywide deployment will be explored.

Downtown Entertainment Zone

- An Entertainment Zone is one way some communities create active night life districts by allowing evening noise in specific areas or specially designated corridors to exceed standard commercial zone noise limits. Salem's day and night noise limits in commercial zones are consistent with practices in many other communities. The higher noise levels needed in entertainment zones are not allowed within downtown Salem's sound limitations. Occasionally, higher noise levels to encourage entertainment uses within downtown may be permitted.

North Downtown Redevelopment

- The City currently applies existing zoning, overlay, and design standards to new or proposed redevelopment in the North Downtown area (north Riverfront area north of Front Street to River Road Park). Streamlining zoning and removing barriers to mixed-use development among the existing 18 base and overlay zone combinations will be incorporated into the Our Salem comprehensive plan update.



Salem residents enjoying outdoor entertainment downtown

- Business Expansion in west Salem industrial area. Transportation improvements on the west side of Wallace Road in West Salem are expected to help with redevelopment and transportation access. The West Salem District Action Plan, approved in December 2015, recommended zoning of three unique districts to encourage land uses consistent with the vision for the area. The West Salem Zoning Code Cleanup Project was complete in 2018 and included zoning changes and urban design guidelines aimed at expanding flexibility for uses on the west side of Wallace Road, encouraging craft industrial uses in the buffer area surrounding the industrial area, and

contemplating redevelopment of major reuse parcels, including the former Oregon Fruit site. Funding and recommendations for the west side of Wallace Road, including possible support for the former RainSweet site, and continued transportation improvements on 2nd Street NW, were part of the FY 2020 Urban Renewal Budget. Northwest Rehab Associates received a grant (9% of total cost) to build its sports rehab/injury prevention facility.



Economic Update



The City's most recent Strategic Economic Development Plan was prepared in 2011 and is due for an update. Many of initiatives in the existing Plan have been completed or revised due to changing needs or conditions. Salem has changed over the last nine years, too. Our population has increased from 157,000 to 176,000 and the City has experienced growth and shifts in employment mix. COVID-19 has had considerable negative impacts on the economy, and the updated strategic plan will focus on the City's recovery with intentional focus and actions to ensure equitable outcomes for all of Salem's residents. The Plan is being developed concurrently with several other important City visioning and planning documents, including Our Salem and the City-wide Climate Action Plan. Expect updates in mid-2021.

In the Northgate Urban Renewal Area, Ochoa Queseria built a new cheese manufacturing facility and retail shop on Portland Road. They make more than a dozen types of artisanal cheeses, including hand braided cheese. Their grant was about 14% of the cost to build the facility.



SAFE, RELIABLE, AND EFFICIENT INFRASTRUCTURE



Policy Agenda Updates

Invest in Safe Drinking Water

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 the spring 2021 algae season. Ozone is one of the strongest disinfectants used to treat water. During a summer 2020 Legislative special session, we secured funding for ozone treatment.

Salem is also exploring new and expanded backup water supplies, including additional wells at the Geren Island Water Treatment Facility and improvements to the Aquifer Storage and Recovery System at Woodmansee Park. This system stores drinking water for backup use in a natural underground aquifer. Construction on these drinking water improvements will begin this year, and they are expected to be completed by 2022. As always, the City will continue to provide updates to the community during algae season at www.cityofsalem.com/drinking-water.



Construction for the new Ozone water treatment

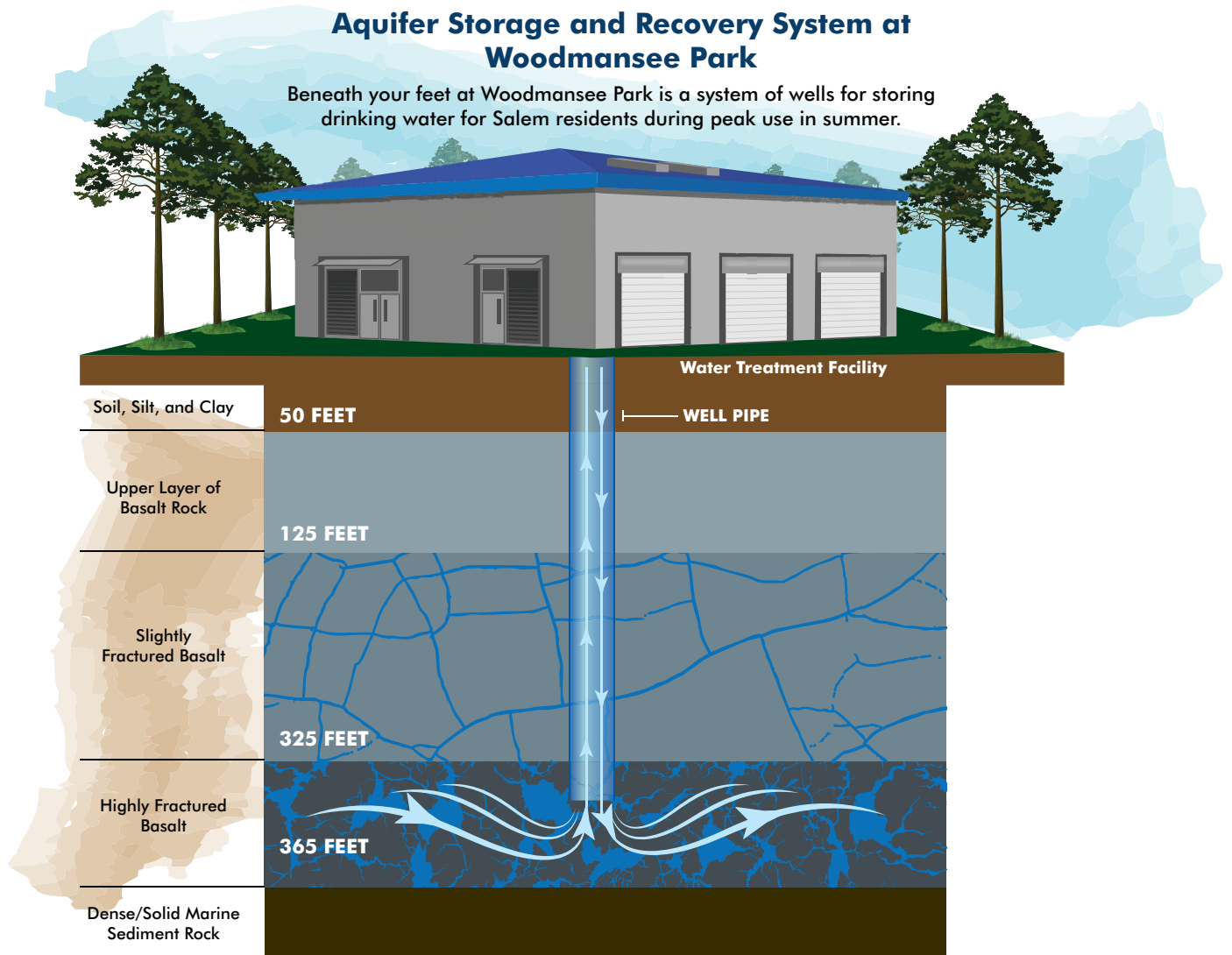


Salem technician testing for water quality

Prepare Asset Management and Bonding Strategy

Well-maintained infrastructure is critical to provide services efficiently, and for ensuring the 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 our ability to obtain funding. Working with the Council’s Finance Committee, we are preparing 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.



Concept illustration for new aquifer storage and recovery system at Woodmansee Park



NATURAL ENVIRONMENT STEWARDSHIP



Policy Agenda Update

Prepare Climate Action Plan

In November, the City will begin work on a [climate action plan](#) with support of a 40-person task force, representing a broad range of the community. The work will be organized around broad sector cate-

gories, including building and energy, land use and urban form, transportation, consumption and materials management, natural systems, public health and safety, and equity and diversity.



Green canopies line the Salem soapbox derby race track

An Increase in Greenery



[Salem's 2019 Tree Canopy Assessment Report](#) showed an increase to 24 percent, exceeding the 23 percent goal set in 2013's Community Forestry Strategic Plan. Salem's tree canopy provides \$80 million a year in environmental benefit, enhancing air quality, filtering stormwater, and capturing and storing carbon to help combat climate change. Those benefits help protect public health, water supply, local economies, and aesthetics.

Canopy reports released in 2010 and 2020 show an overall increase of 6 percent over the 10-year period, amounting to 9,202 tree acres of the total 38,740-acre study area. Every Salem neighborhood shared the gain and several factors contributed to the increase; growth of existing trees, growth of young trees previously too small to count, newer, more accurate technology, and new areas included for assessment, such as Minto Conservation areas and tree plantations.

Volunteers play a big role in helping increase Salem's urban forest.

Through our partnership with Friends of Trees more than 2,000 trees and shrubs in parks, schools, and along streams were planted between 2013 and 2019. The City also developed a Tree Fund where donations and fines help plant new trees, and devoted \$100,000 a year toward planting new street trees.

You can help us achieve that goal by planting and maintaining trees on your properties and joining with the City and Friends of Trees to help grow our tree canopy. The planting season runs from November to April each year.



Salem volunteers planting trees

Explore Salem's wetland and mitigation areas

Wetlands are vital to the health of wildlife and humans everywhere. They help control flooding, aid the function of surrounding rivers and streams, provide habitat for native plant and animal species, purify water, and control erosion.

Wetlands are often restored on land that in the past was drained artificially to create agricultural land and provide treatment of stormwater runoff. Wetlands hold water much like a sponge, helping to maintain normal river levels and avoid flooding caused by rapid runoff. Then, when water levels are low, wetlands slowly release water to the surrounding area, acting as a filter in the process.

Protection and restoration of wetlands continues to grow in importance as refuge for wildlife, pollutant removal and flood storage areas in the face of climate change. The City continues to preserve, protect, and maintain wetlands as an integral part of our overall stormwater management planning. They will naturally help the city be resilient as the effects of climate change increase.

- [Claggett Creek Natural Area](#)
- [Fairview Industrial wetlands](#)
- [Geren Island \(north pond mitigation\)](#)
- [Madrona Avenue and 25th Street SE stream mitigation and stormwater treatment](#)
- [Mill Creek Corporate Center wetlands](#)
- [Waln Creek Mitigation Bank](#)



Local raingarden

Rain gardens

Rain gardens are becoming more commonplace in the urban landscape to help lessen impacts from development and stormwater runoff. The City of Salem uses **rain gardens** as one of many green stormwater options to help reduce pollution due to stormwater runoff. Earlier this summer, an 18-foot by 18-foot rain garden was installed to filter stormwater run off through a variety of native plants, including salmonberry, red flowering currant, Oregon grape, sword fern, leopard lily, and Pacific bleeding heart.

Homeowner's can develop their own rain gardens using this tool. Other tips for [keeping streams clean](#) are available at our website.



GOOD GOVERNANCE



Policy Agenda Update

Connect and Engage with Our Community.

One of City Council's goals is to increase transparency and trust with community through communications and engagement. The [City's website](#) is our primary communications tool. We also connect with our community through the media, social media (Facebook, Twitter, NextDoor, Instagram), video content, weekly e-newsletter, neighborhood association engagement, and outreach to stakeholders and civic organizations about on-going and Policy Agenda-related projects, programs, and initiatives. The Salem Community Alert System is the fastest way for us to contact you in a major disaster or emergency. Sign up today.

- **Look at waste management fees.**
City Council plans a work session to consider ways to stabilize and possibly reduce waste management fees. Salem residents and businesses are offered garbage and recycling services through a regional integrated solid waste management system to meet the needs of residential, small businesses, industrial complex, and government customers. Council will consider policy questions regarding waste management in Salem to include what services should be offered, the goals of the integrated waste management system, and how or whether partnerships create opportunities to stabilize rates.
- **Support revenue strategy for valued services.**
After considering many options and input, the Salem City Council proposed two options

for new revenues to support essential City of Salem services. In 2020, an Operations Fee went into effect to support ongoing library, park maintenance, police, fire, emergency and social services, and other essential services. An employee-paid payroll tax, dedicated to keep pace with our community's public safety needs, was removed from the May 2020 ballot as our community experienced impacts of COVID Panedemic..

- **Show progress with 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 will help formalize key performance indicators toward Council and community priorities. On an annual basis, the City commissions a statistically valid survey to sample community perspectives on our performance. The annual community report incorporates this information and staff are in the process of developing a structure, annual cycle, and reporting framework for key performance indicators. An update of the Strategic Plan in fall 2020 will also provide an opportunity to speak more directly to desired outcomes or targets that will serve as a foundation to gauge future progress.

Strategic Update



As this progress report is released, we are re-engaging in community and Council conversations about priorities for the next three to five years, a [Strategic Plan Update](#). With many of the 2017 priorities complete or well underway and in the context of our changing world, we look forward to defining our vision for the near-term together, balancing response to emerging priorities and planning for a future for our growing community.

The 2017 Strategic Plan reframed our work and brought priorities into focus. We 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 invested in improving bicycle and pedestrian safety through streets and sidewalks, bikeways, and off-street trails.



Urban renewal investment



Spanish language Facebook page.

Ciudad de Salem



In May 2020, we launched a [Spanish language Facebook](#) site to better connect with our Spanish speaking neighbors. Our focus is sharing translated messages from across all our City of Salem channels. Ciudad de Salem has grown to more than 1,000 followers and posts by September generally reach more than 10,000.

APPENDIX

SALEM AT A GLANCE

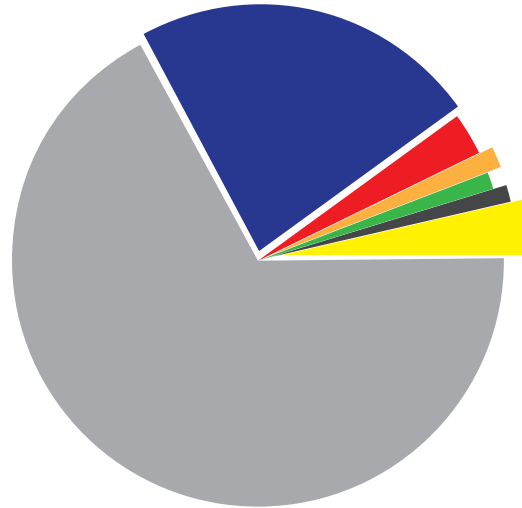
49 SQUARE MILES

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	67.27%	■ Native Hawaiian/Pacific Island	1.30%
■ Hispanic/Latino	23.00%	■ American Indian/Alaska Native	.86%
■ Asian	2.65%	■ Other	3.60%
■ African American	1.34%		

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

PROPERTY TAX PERMANENT RATE COMPARISON

The primary funding source for Oregon cities General Funds are property taxes. When Measure 50 was put in place in 1997, cities, counties and other local taxing districts were given a maximum rate at which they were allowed to assess property taxes for general operation by the State (the “permanent rate”). The City of Salem’s permanent rate is \$5.8315, which means for every \$1,000 of assessed value of your home, you pay \$5.8315. When you pay your property taxes, the funds collected from this permanent rate go to general operations for services like police, fire, the library and parks which do not have a dedicated funding source other than property taxes. Every city featured below had additional supporting revenue sources for general fund services, like an operating fee, local option levy or business registration fee.

City	Permanent Rate/\$1000 Assessed Value	Population	Permanent Rate as a % Population
Beaverton	\$4.6180	98,255	0.00470%
Eugene	\$7.0100	171,210	0.00409%
Hillsboro	\$3.6665	103,350	0.00355%
Salem	\$5.8315	167,400	0.00348%
Gresham	\$3.6129	111,810	0.00323%

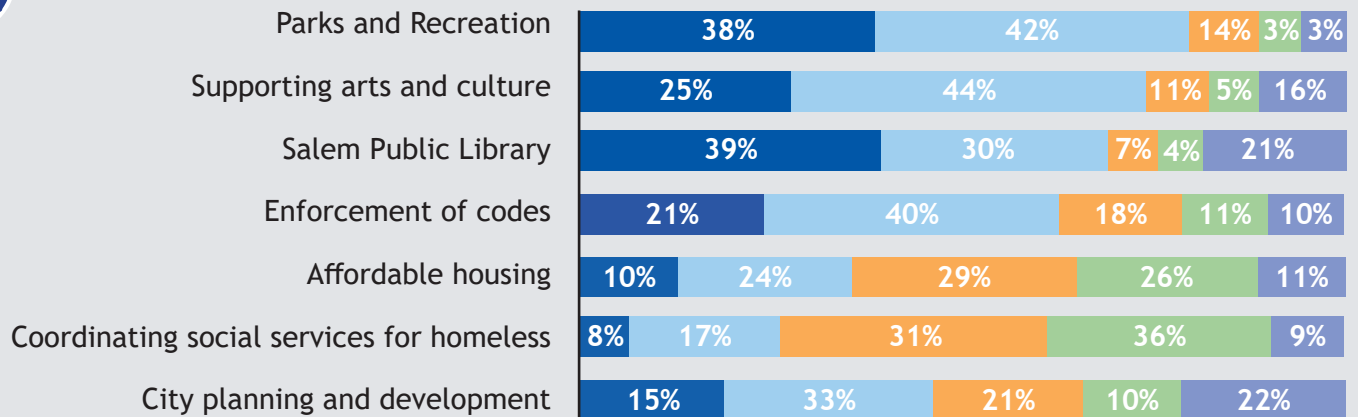
Source: League of Oregon Cities, City of Beaverton 2019 CAFR, Portland State University

2020 SATISFACTION LEVELS

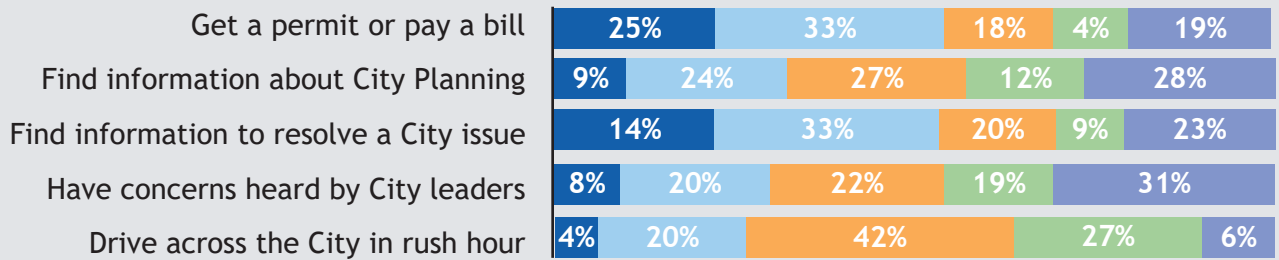
● Very ● Somewhat ● Not too ● Not at all ● Don't know



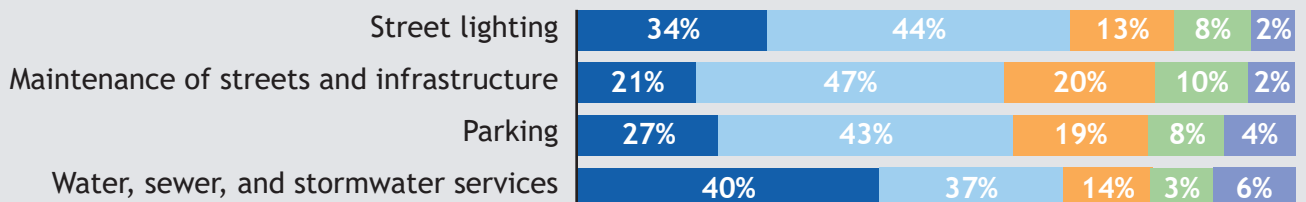
WELCOME AND LIVABLE COMMUNITY - SERVICE SATISFACTION



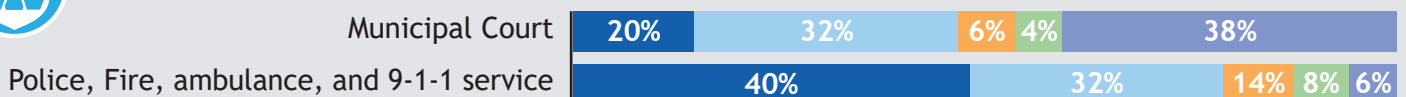
GOOD GOVERNANCE - HOW EASY IS IT TO...



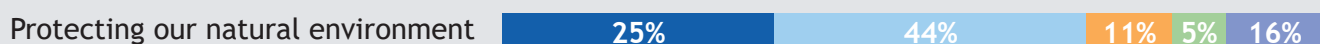
SAFE, RELIABLE AND EFFICIENT INFRASTRUCTURE - SERVICE SATISFACTION



SAFE COMMUNITY - SERVICE SATISFACTION



NATURAL ENVIRONMENT STEWARDSHIP - SERVICE SATISFACTION



Source: 2020 Satisfaction Level

FIRST RESPONSE RESULTS

Emergency Call Center

In 2019, Salem's 9-1-1 call center, known as the [Willamette Valley Communications Center](#), answered 176,249 9-1-1 calls for the 29 police, fire, and ambulance agencies it serves in Marion, Polk, and Lincoln Counties. Our call takers answered 92.64% of those calls within 20 seconds and 99% within 40 seconds. This significant improvement since 2018, when 78% of calls were answered within 20 seconds, is attributed to a multi-year hiring and training effort.

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 258,642 non-emergency calls.

Fire and Emergency Medical Services

[Salem's Fire Department](#) responded to 26,170 calls for service in 2019, including requests for medical aid (19,556 or 74%), responding to hazardous conditions (593 calls), and fire-related incidents (517 calls), as well as false alarms and other service calls. Overall, total call volume increased 2.9% from 2018. We continued to see increased call volume in 2020.

- **Special operations:** Our Fire crews responded to 310 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 62.9% of the time.
- **Significant fires:** Fire crews responded to 73 first alarm or significant fires in 2019, a 12.3% increase from 2018.
- **Medical emergencies:** In 2019, Fire responded to 11,634 calls for medical emergencies such as a heart attack or stroke, arriving within 5 minutes 64.5% of the time.

Salem's Police: Protect and Serve

In 2019, [Salem's Police](#) responded to 118,344 calls, an approximate 2% decrease from 2018. Police responded to about the same number of traffic crashes in 2019 as in 2018. Residents reported fewer incidents of burglary (22%) and robbery (12%) in 2019.

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 Hospital's 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's commercial complex, three apartment buildings, and two commercial buildings.

CONSTRUCTION IS GOING STRONG IN THE CITY OF SALEM

IN THE LAST 12 MONTHS, THE CITY'S BUILDING AND SAFETY DIVISION PERMITTED
450 NEW HOUSES, 690 APARTMENT UNITS & 130 COMMERCIAL/INDUSTRIAL BUILDINGS



CITY OF *Salem*
AT YOUR SERVICE

ANNUAL CYCLE

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 toward 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

STRATEGIC PLAN

COUNCIL'S POLICY PRIORITIES

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 Recreation Services	Facebook.com/SalemNeighborhoods
Center 50+	facebook.com/COSRecreationServices
Salem Public Library	facebook.com/center50plus
	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	@cityofsalem
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