

2021

COMMUNITY REPORT



CITY OF *Salem*
AT YOUR SERVICE

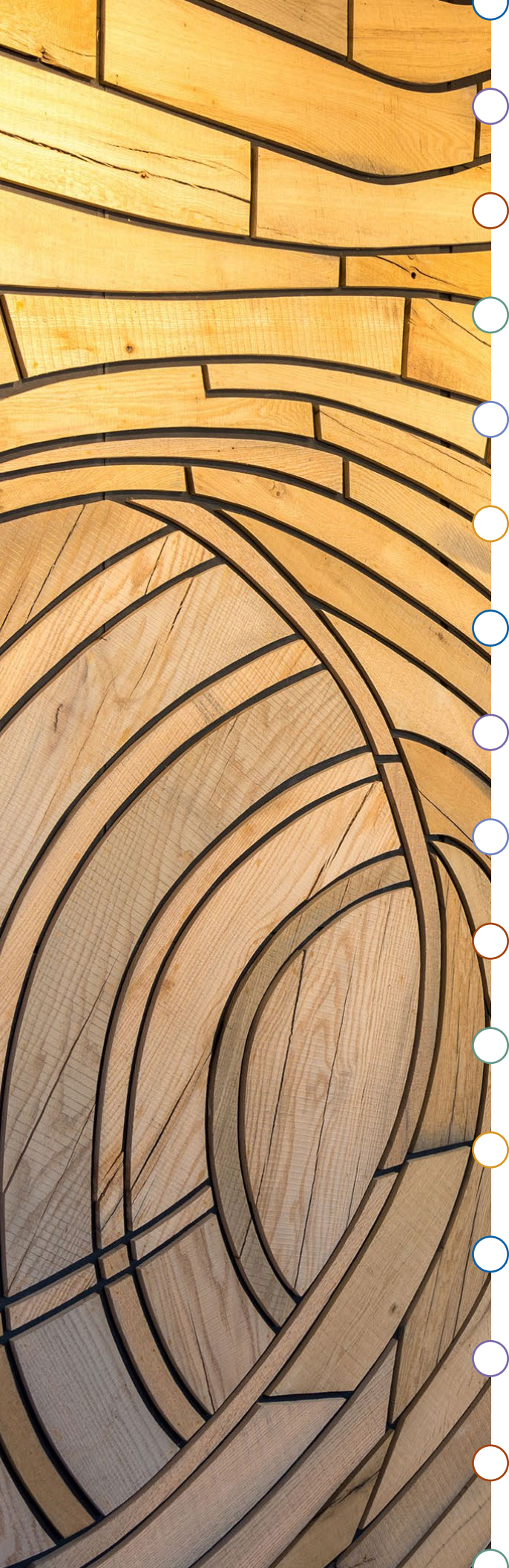
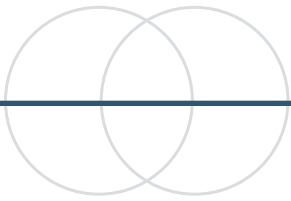


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SALEM'S 2021 WORK PLAN

Through its annual City Council Policy Agenda, City Council makes its priorities clear to staff and the community. The 2021 Policy Agenda is part of an annual cycle of developing the City's budget, evaluating policies and programs evaluation, and reporting to the Council and community on progress.

Priorities for 2021 include:

- **Addressing homelessness** through crisis response, homelessness prevention, and affordable housing expansion;
- **Creating community resilience** through business support, job creation, and emergency response;
- **Increasing equitable delivery of City services** through community-engaged policing; diversity, equity and inclusion; service accessibility; and financial stability;
- **Building great neighborhoods** through neighborhood development, parks and recreation facilities, and bike and pedestrian safety; and
- **Taking action on climate change** through greenhouse gas reduction, and resilience.

How to Use this Report

The **2021 Annual Report** provides an update on progress the City is making toward Council and community priorities, as articulated in the 2021-26 Strategic Plan and the City Council's annual work plan.



Good Cents statue, located near the intersection of Church and Trade streets in downtown Salem, Oregon .

Our Community Impact



As we release this progress report on City Council and community priorities for 2021, our community, the nation, and the world continue to respond to the impacts of the COVID-19 Pandemic. We appreciate your support as the City has balanced providing responsive services with protecting public health. We were able to respond quickly and serve our community without a break in service, connect those in need to resources, open streets to restaurants and their customers, and provide grants to local businesses.

Throughout the Pandemic, a damaging ice storm, and extreme heat, the community has continued to add shelter capacity for our unhoused residents. In 2021, the City completed improvements to the water treatment system to ensure clean drinking water now and for future generations. The renovation of the Salem Library is complete, and we are eager for a full reopening of the magnificent learning and gathering space. We continued to improve bicycle and pedestrian safety through streets and sidewalks, bikeways, and off-street trails. We continued to engage with the community on a shared vision for growth and development. A robust Climate Action Plan will be completed with recommended actions to mitigate the impacts of climate change locally.

Looking ahead, several major initiatives will have lasting impacts on our community. Our Salem, the comprehensive plan update, will — after three years of community engagement — culminate in a vision for growth and development. The work shifts to aligning our transportation systems, parks, natural areas, housing, and economy to that vision. We will have a multitude of actions to make progress on reducing contributions to climate change and mitigating the impacts of severe weather. While we've made progress toward changing and improving lives for those in the community without suitable shelter, there is more work to do.

We'll also be improving access to City services in 2022 with the launch of a new website to improve search, navigation, and accessibility of information to adapt to language preferences. We'll be adding web-based access to the City's budgeting and performance measures to provide transparent methods for you to gauge how well the City is doing on community priorities. At the Civic Center, we are putting customers front and center with the Customer Service Center opening in mid-2022.

We remain grateful for the opportunity to serve our community with support from all of you, our volunteers, and our partners.



Steve Powers
City Manager



Chuck Bennet



Virginia Stapleton



Tom Andersen



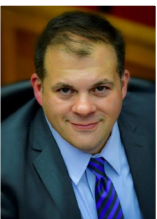
Trevor Phillips



Jackie Leung



Jose Gonzalez



Chris Hoy



Vanessa Nordyke



Jim Lewis

Focusing on Results



Safe and Healthy Community



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

Welcome and Livable Community



Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents featuring access to parks, recreation, historic and cultural resources, and the arts.

Strong and Diverse Economy



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

Safe, Reliable, and Efficient Infrastructure



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

Natural Environment Stewardship



Protect natural resources including all waterways, tree canopy and our natural ecosystem and reduce the impact from the built environment and City operations on both the environment and all residents.

Good Governance



Manage the enterprise to be fiscally sustainable, provide quality services equitably across our community, proactively engage all residents, be forward thinking, and build capacity and partnerships to prepare for the future.

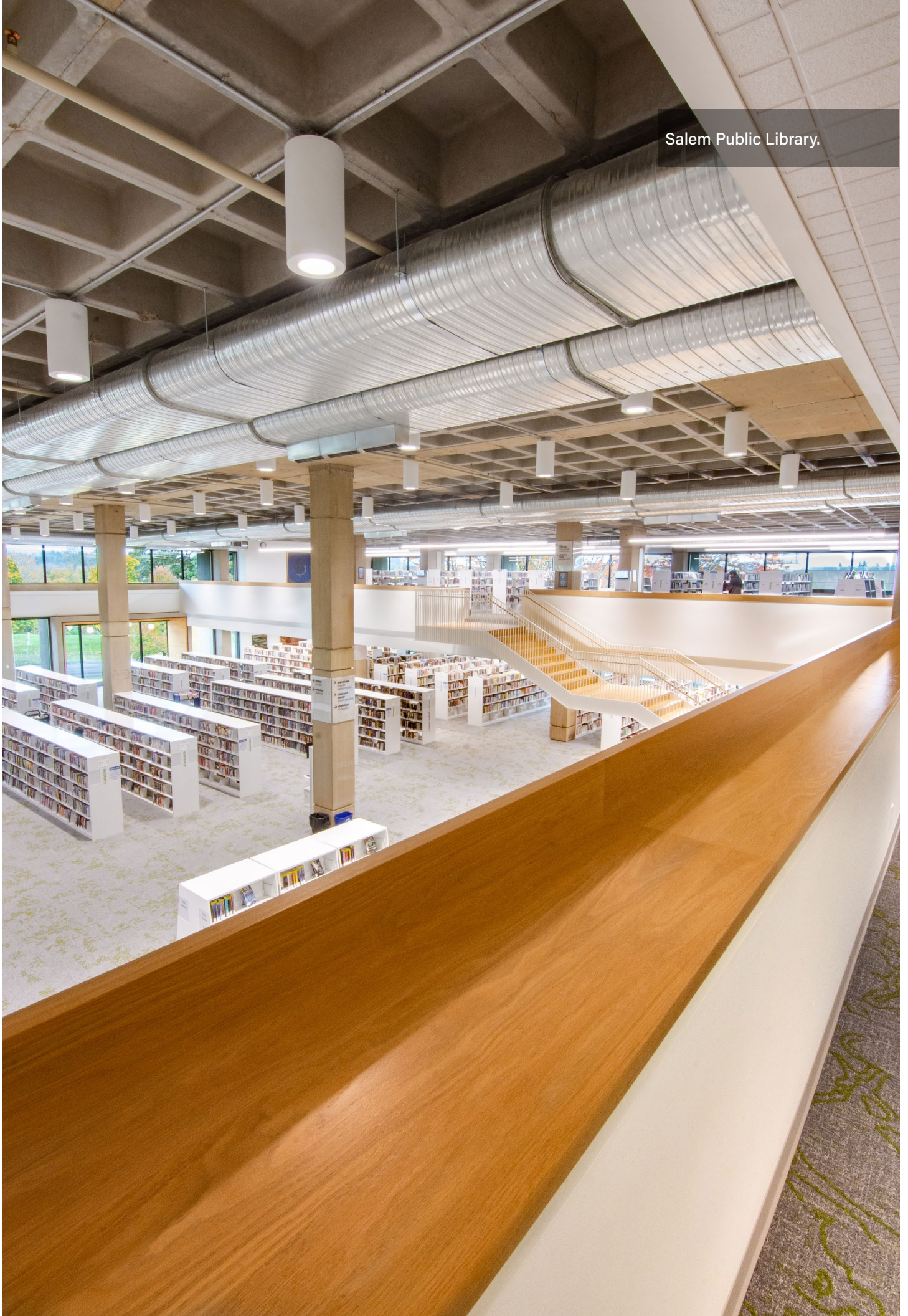
FUNDING BY RESULT AREAS

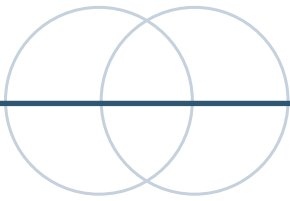
Result areas are derived from the vision, mission, and values in the 2021-26 Strategic Plan and provide the framework for the presentation of the budget. Our fiscal year budgets begin July 1 and end on June 30 of the following year.



The larger programs in Good Governance are self insurance, employee benefits, and the Equipment Replacement Reserve — where we track funds used to insure the City and its properties, and where we designate funding to replace critical equipment to continue providing services to our community.

Salem Public Library.





Strategic Priorities



Within the overarching framework of the City's goals and result areas, City Council has established five strategic priority areas that demand urgent attention and additional resources over the next five years.

- Addressing homelessness;
- Creating community resilience;
- Increasing equitable delivery of City services;
- Building great neighborhoods; and
- Taking action on climate change.

These priorities were developed in response to the City's current condition—including the City's strengths and challenges, resident needs, and the wider cultural, political, and natural environment within which the City operates.

Each year, the Council provides policy direction and develop a set of specific actions designed to move the City towards achieving each objective outlined below.

These actions are contained in the annual Council Policy Agenda. For each objective listed below, City leadership has determined selected key activities to carry out during the 2021-2022 fiscal year. For each activity, the City's primary roles are noted:

- **DOER:** The City's primary role is to execute the activity.
- **PARTNER:** The City's primary role is to partner with external parties and/or provide funding to support the activity.
- **CONVENER:** The City's primary role is to bring together external parties to advance the activity via collaboration.

Addressing Homelessness

► CRISIS RESPONSE

Develop a crises response process and regional network of resources to ensure that all unhoused individuals are safe, respected, and connected with appropriate services.

Crisis Response Coordination. Coordinate collaboration among City, non-profits, and other entities that provide crises response, immediate support, and impact mitigation across the region. [Convener/Doer]

Housing First Model/Transitional Housing. Continue pursuing a housing-first model by developing additional small transitional housing options (tiny home villages, supervised tent camps, etc.). [Doer/Partner]

First Responder/Mobile Response Model. Explore options and make a policy decision on whether to implement a CAHOOTS-style first-responder model. [Doer]

Shelter Bed Gap. Participate in regional efforts to address gaps in shelter beds, including the need for low-barrier shelters. [Partner/Doer]

Navigation Center. Identify a funding strategy, in collaboration with regional partners, to break ground on a navigation center in the Salem area. [Partner/Doer]

► HOMELESSNESS PREVENTION

Develop a long-term, regional strategy to address upstream factors that increase homelessness with the goal of eliminating homelessness by 2050.

Mid-Willamette Valley Homeless Alliance. Play a lead role in developing an action plan for the regional Mid-Willamette Valley Homeless Alliance strategic plan. [Convener]

Rental and Utility Assistance. Expand City programs that support rental assistance and/or utility assistance as a means to prevent homelessness. [Doer]

► AFFORDABLE HOUSING EXPANSION

Ensure an adequate supply of housing that is affordable and accessible for current and future generations, with a focus on providing housing options that can reduce incidence of homelessness.

Housing Needs Analysis. Guided by the Our Salem plan, update the housing needs analysis to identify local needs and gaps. [Doer]

Supportive Housing. Identify opportunities to create additional permanent supportive housing through urban renewal, incentives, and other regional resources. [Doer/Partner]



Affordable Housing Expansion. Support the development of subsidized housing through the use of federal, local, and regional resources. [Partner/Doer]

Creating Community Resilience

► BUSINESS SUPPORT

Support the local economy and the Downtown district by reducing the impacts of COVID-19 on local businesses.

Economic Development Strategy. Finalize the Economic Development Strategy for equitable, post-COVID relief and begin implementing year-one activities to support local businesses. [Doer]

COVID-19 Funding for Local Businesses. Continue to support local businesses by allocating COVID-19 funds in a methodical, planned way, prioritizing businesses most affected by closures. [Doer]

Regulations Review. Identify regulations that may prohibit small businesses from expanding and growing within the city. (Use feedback from small business community.) [Doer]

► JOB CREATION

Reduce local unemployment rate and increase the number of living-wage jobs within the city.

Economic Development Strategy. Finalize the Economic Development Strategy and begin implementing year-one activities that focus on job creation. [Doer]

Workforce Development Partnerships. Partner with the school district, area colleges, and our workforce partners to continue to strengthen and expand technical training, apprenticeships, and mentoring for those entering the workforce and those in the workforce. [Partner]

► EMERGENCY RESPONSE

Strengthen emergency response by ensuring adequate funding for public safety efforts (including EMS/911 Dispatch, Fire, and Police) and supporting community preparedness efforts.

Fire Apparatus Replacement. Begin preparations to issue a bond in 2022 to replace aging fire apparatus and equipment. This includes a review by the Council Finance Committee, seeking Council approval in early 2021, and performing community outreach. [Doer]

Community Preparedness. Continue to work with partners to expand the reach of community preparedness education through the Resiliency Task Force. [Doer/ Partner]

Increasing Equitable Delivery of City Services

► DIVERSITY, EQUITY, AND INCLUSION

Ensure that City services are provided equitably to all residents.

Representative Workforce. Develop and begin implementing a plan to achieve a representative workforce within the City that better reflects the diversity of the community we serve. [Doer]

Language Accessibility. Increase service-related information that is available in languages other than English. [Doer]

DEI Implementation Plan. Develop an implementation plan based on DEI-related recommendations from the Human Rights Commission and City Council resolutions condemning racism. [Doer]

► SERVICE ACCESSIBILITY

Increase accessibility of key City services by providing online options and extending services to underserved residents.

Virtual City Services. Evaluate which City services could be accessed virtually and begin implementing an equitable, unified solution for resident access to online services. [Doer]

City Website. Update the City website to improve the customer and user experience. [Doer]



Library Access. Finalize the Library Strategic Plan and begin implementing year-one activities related to enhancing access to library resources. This plan will address opportunities to extend services to underserved areas, which may include additional branch libraries or other extension options. [Doer/Convener/Partner]

Customer Service Center. Improve the customer service experience at City Hall. [Doer]

► **FINANCIAL STABILITY**

Strengthen the City’s long-term financial position to ensure ongoing provision of core services to all residents.

Decrease Expenses. Pursue opportunities to decrease expenses by identifying non-core services that could be provided by non-profits or otherwise outsourced. [Doer]

Increase Revenue. Identify opportunities to increase revenue needed to deliver core services, including a potential payroll tax, fee study, and insourcing. [Doer]

► **COMMUNITY-ENGAGED POLICING**

Increase police engagement with all communities within the City to enhance crime prevention and to facilitate trust when a police response is required.

Independent Assessment. Complete the Police Performance Audit, evaluate recommendations, and develop an implementation plan. [Doer]

Police Department Strategic Plan. Create a strategic plan for the Police Department to more effectively meet resident expectations and actively address issues related to community trust and engagement. [Doer/Convener]

Building Great Neighborhoods

► **NEIGHBORHOOD DEVELOPMENT**

Increase the number of “complete neighborhoods” across the city that provide convenient access to jobs, services, and amenities that meets residents’ daily needs.

Neighborhood Development. Finalize the Our Salem plan and begin implementing year-one activities related to neighborhood development. [Doer/Partner]

Council Engagement. Emphasize Council collaboration with neighborhood associations and community organizations to increase resident engagement. [Doer/ Partner]

► **PARKS AND RECREATION FACILITIES**

Develop, enhance, and expand parks and recreational facilities—and access to these amenities—to better serve residents of all ages, abilities, and cultures.

Parks System Master Plan. Finalize the Our Salem plan, update the Parks System Master Plan, and begin implementing year-one activities related to parks and recreation facilities. [Doer/Partner]

► **BIKE AND PEDESTRIAN SAFETY**

Increase the safety of walking and biking within the City by prioritizing construction and maintenance of pedestrian and bicycle facilities.

Bike/Walk Salem Plan. Finalize the Our Salem plan, update the Bike/Walk Salem Plan, and begin implementing year-one activities related to bike and pedestrian safety (including sidewalk maintenance). [Doer]

Taking Action on Climate Change

► **GREENHOUSE GAS REDUCTION**

Reduce the City’s greenhouse gas emissions.

Climate Action Plan. Finalize the Climate Action Plan, evaluate recommendations, and develop an implementation plan. [Doer]

► **RESILIENCE**

Increase the City’s resilience to climate change.

Climate Action Plan. Finalize the Climate Action Plan, evaluate recommendations, and develop an implementation plan. [Doer]

Addressing Homelessness



Safe and Healthy Community



Welcoming and Livable Community

STRATEGIC PLAN OBJECTIVE

- ▶ CRISIS RESPONSE
- ▶ HOMELESS PREVENTION

- ▶ AFFORDABLE HOUSING

▶ CRISIS RESPONSE

Develop a crisis response process and regional network of resources to ensure that all unhoused individuals are safe, respected, and connected with appropriate services.

CRISIS RESPONSE COORDINATION. We work with area non-profits and Salem Housing Authority navigators to connect those living unsheltered in our community to services and housing options. These efforts are coordinated with sanitation clean ups on downtown area sidewalks, freeway off-ramps, and temporary camping areas in Wallace Marine and Cascades Gateway Park. Since the temporary emergency order allowing camping in both parks ended in June 2021, teams helped inform and encourage campers to move to appropriate shelter locations, providing free towing and gas cards. Work is ongoing to return both parks to safe and active use. The FY 22 Budget includes funds for restoration of Wallace Marine and Cascades Gateway parks.

HOUSING-FIRST MODEL/TRANSITIONAL HOUSING. With the housing market tight already and fewer evictions occurring last year, finding housing for someone with a Section 8 voucher is challenging. Vouchers can be used at several Salem Housing Authority sites as well as privately owned properties. In the 2021 Legislative Session, the City received funds to help 170 households and keep 66 families in transitional housing for the next year, until systems we rely on can recuperate from the effects of the COVID Pandemic. During the 2021 Legislative Session, the City also received funding support to operate a new low barrier navigation center for two years.

FIRST RESPONDER/MOBILE RESPONSE MODEL.

Efforts continue to explore options, and make a policy decision on how best to implement a mobile crisis response model in Salem. Mobile crisis response pairs together a crisis intervention worker and an emergency medical technician to triage and provide safe transport for disruptive, but non-criminal behaviors related to mental health or substance abuse. Our FY 22 Budget includes some funding for a community partner to pilot a program, based on the much-anticipated House Bill 2417. When it passed, however, the bill directed funds to counties for short-term respite centers, peer-run respite centers, mobile crisis intervention teams, and new technology for a crisis call center system (9-8-8), and a Veteran's Crisis Line.

CLOSING SHELTER BED GAP. We actively participate in regional efforts to address gaps in shelter beds, allocating \$8.1 million of American Rescue Plan Act funds to add new shelter bed and safe park spaces. The new, expanded Union Gospel Mission site opened July 2021 and more sheltering spaces will be available from Mid-Willamette Valley Community Action Agency hotel properties in December 2021. A temporary managed micro-shelter community opened September 2021 with capacity to serve 72; and in October an expansion of the Portland Road site served 25 additional individuals. As a result, from July to December, another 389 shelter beds and 8 safe park spaces will be available. More security and sanitation services can be added should safe park sites be identified.

NAVIGATION CENTER. In late May, we received a two-year operating grant for a navigation center from the Legislature. Opening in Summer 2022 as a low-barrier

The Homeless Rental Assistance Program housed more than 350 people with a combination of rental assistance and intensive case management for housing stability. Pre-COVID, we were able to move people from the HRAP into Section 8 housing. All in-person services required to get identification and records needed for this transition have been closed or severely limited due to COVID. With help from the 2021 Legislature, we can extend HRAP participation by 12 months to give participants housing stability while these vital systems a chance to recover and move through the backlog of need.



shelter, the navigation center will operate 24-hours a day, seven days a week, with intensive case management to connect people to public benefits, health services, and permanent housing. A navigation center differs from traditional shelter models which require sobriety upon entry, segregate by gender, and offer little to no space for personal possessions or pets. Navigation centers are low-barrier shelters, which means that to encourage use, the shelter may allow couples or family units to stay together, allow pets, and not require sobriety.

► HOMELESSNESS PREVENTION

Develop a long-term, regional strategy to address upstream factors that increase homelessness with the goal of eliminating homelessness by 2050.

REGIONAL MID-WILLAMETTE VALLEY HOMELESS ALLIANCE.

Council President Chris Hoy serves as Vice Chair for the Mid-Willamette Valley Homeless Alliance Board of Directors. The Mid-Willamette Valley Homeless Alliance is the Salem area’s Continuum of Care, designated by the federal government, for the purposes of community-wide planning and coordination of programs for people experiencing homelessness. The regional body includes more than 50 agencies – local government, health and behavioral health providers, social service agencies and non-profits – working together to improve service delivery, coordination, and data gathering to better meet the needs of individuals and families experiencing homelessness. The Mid-Valley Homeless



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

Alliance can also secure additional federal funds to provide more homelessness services in our region.

RENTAL AND UTILITY ASSISTANCE. In 2004, we began offering assistance to utility customers facing financial difficulties through Emergency Utility Assistance Program. Donations and a \$10,000 per year match from utility funding pay for the program. The program was expanded in response to the COVID-19 Pandemic. Local area nonprofits screen candidates for eligibility. With more people eligible since May 2020, as of March 2021, we’ve provided assistance to 764 customers in the amount of \$135,442. From July to September 2021, 544 customer accounts received \$72,077 in assistance.

The Utility Rate Relief program started in 2020 and offers 477 accounts inside the City monthly utility rate relief. Another 117 accounts, outside the City limits, also receive monthly assistance.



Pallet Shelter Communities

One of the collaborative approaches we’ve adapted to fit our community is managed sites with temporary pallet shelter housing across. This approach to sheltering can help individuals get connected to services in a secure, supervised environment with consistent access to on-site amenities like toilets, storage, garbage removal, laundry, showers, and around-the-clock security.

Earlier this year, the City Council established basic requirements for managed shelter communities, directed they not be located in a single-family residential zone, and provided for future agreements with area non-profits for on-site management, with 24-hour security.



Pallet shelter community on Portland Road.

The pallet shelters are designed to accommodate single individuals and couples with electricity, warmth, and added security. The pallet shelter sites include around the clock on-site shelter management.

Apartments located on Sunnyside Road.



MORE HOUSING CHOICES

From July 1, 2020 through June 30, 2021, there were 41 accessory dwelling unit permits, 7 duplex unit permits, and 759 new multi-family units permitted for 59 buildings. During that same time period for the year before, there were 18 ADUs and 3 duplex units permitted, with 694 multi-family units in 50 buildings.

This continued growth in residential development comes as the City has worked to make it easier to develop housing in Salem. As an example, in 2020, the City Council approved code amendments that removed barriers to developing multifamily housing in the community.

RENTAL AND UTILITY ASSISTANCE. (Continued)

Through the Salem Housing Authority, we offer:

- Security deposit assistance.
- Vouchers provide subsidies to eligible participants to rent from private landlords. Salem Housing Authority's Housing Choice Voucher Program currently serves 2,544 households.
- Veterans Assistance Supportive Housing Program provides vouchers to at risk homeless veterans. VASH vouchers can be used at several SHA owned properties as well as privately owned properties. Currently, 71 are housed through the program.
- Family reunification vouchers. Currently, 106 households are served with Family Unification Vouchers to reduce barriers to stable housing for families with children returning to family homes.

► AFFORDABLE HOUSING EXPANSION

Ensure an adequate supply of housing that is affordable and accessible for current and future generations, with a focus on providing housing options that can reduce incidence of homelessness.

HOUSING NEEDS ANALYSIS. Guided by the Our Salem plan, update the housing needs analysis to identify local needs and gaps. See "Our Salem," beginning on page 24.

SUPPORTIVE HOUSING. More housing is needed to meet the need. Permanent supportive housing includes wrap-around supportive services to ensure the transition to housing is successful. Permanent supportive housing is provided at some units in Redwood Crossings and planned for future Salem Housing Authority developments Sequoia Crossings and Yaquina Hall. The Homeless Rental Assistance Program provides these same supportive services to those in landlord-sponsored housing.

AFFORDABLE HOUSING EXPANSION. At Redwood Crossings, Salem Housing Authority opened 37 units of permanent supportive housing. Salem Housing Authority owns and manages the property, contracting with ARCHES to support residents. Salem Health leases six of the housing units for transitional respite care.



In June 2021, Salem Housing Authority received grants for 60 units of permanent supportive housing Sequoia Crossings. Salem Housing Authority will own and manage the property, contracting with ARCHES to support residents. The 52 one-bedroom unit housing project at Yaquina Hall is also moving forward.

We currently offer a non-profit low-income housing tax exemption, a multi-unit housing tax incentive for transit-oriented development, and through Salem Housing Authority, a community partner property tax exemption to include affordable units in market rate developments. To encourage private sector building of affordable housing, the Urban Renewal Agency offers grants to support the development of low-income subsidized housing, workforce housing, and market rate housing. In summer 2021, staff conducted a market analysis regarding housing development, affordable housing and how incentives can be designed to mitigate market risk. ●



Leveraging Federal Funds

Through June 30, 2021, the majority of Salem's federal Community Development Block Grant and HOME funds were focused on the goals of ending homelessness and expanding affordable housing.

With these funds, more than 1,700 people received one-time rent/utility payments through Congregations Helping People, a warm nutritious meal from Meals on Wheels program of Marion Polk Food Share, and the expanded Salem Warming Network supported by Mid-Willamette Valley Community Action Agency ARCHES and various faith-based community partners.

These funds ensured Redwood Crossings could open, offering permanent supportive housing in 37 units to individuals experiencing homelessness or at risk of homelessness. Resources were also invested in 29 housing units designated for Veterans to address physical access improvements, upgrade to electrical systems and property security system.



Redwood Crossings

Opened in August 2020, Redwood Crossings provides a permanent home and a sense of community for individuals who would otherwise have very limited options. Redwood Crossings provides tenants with a community kitchen, laundry, indoor gathering space, shared outdoor space and bicycle storage, an electronic security system, and an elevator.

Once a resident is placed into Redwood Crossings, they meet with a member of the ARCHES supportive services team to develop an individualized resident services plan for voluntary on-site services to establish housing stability, improve health, and successful integration into their new home. Critical to this Housing First model, setting few preconditions for entry, case managers provide wraparound services to help residents address medical problems and/or behavioral health and substance abuse challenges by arranging medical appointments, deescalating mental health crises, mediating conflicts between residents, and educating residents on keeping their units in good condition. Case managers also provide resource referrals and help residents complete disability program applications.

Take a virtual tour of Redwood Crossings

www.cityofsalem.net/Pages/redwood-crossings-virtual-tour.aspx

Creating Community Resilience

Supports



Safe and Healthy Community



Strong and Diverse Economy

STRATEGIC PLAN OBJECTIVE

▶ BUSINESS SUPPORT
▶ JOB CREATION

▶ EMERGENCY RESPONSE

▶ BUSINESS SUPPORT

Support the local economy and the Downtown district by reducing the impacts of COVID-19 on local businesses.

LOCAL BUSINESS RECOVERY. In response to the Pandemic, we provided as much support and relief as possible to all business types. We continue to analyze gaps in funding and work to align available resources like CDBG-CV funds with these gaps and needs. From June 2020 to July 2021, we took part in the following direct grant programs:

- *Grant for Small Businesses and 501.c3 Non-Profits without Payroll Protection Program or Economic Injury Disaster Loan* funding: \$183,000 distributed to 58 businesses, in partnership with Willamette Workforce Partnership.
- *501.c3 Cultural and Heritage Non-Profit Organizations with Physical Presence in the Community:* \$25,000 to seven organizations.
- *Business Oregon Grant Program Round 3 for Businesses and 501.c3 Organizations with Less than 25 Employees:* \$105,000 to 39 businesses.
- *Grants for Temporary Outdoor Coverings and Heaters:* \$256,777 to 57 businesses.

PPE DISTRIBUTION. We received about \$120,000 in personal protective equipment (PPE) and partnered with the Salem Chamber of Commerce to distribute it to over 250 businesses.

OUTDOOR SEATING OPTIONS FOR FOOD AND BEVERAGE BUSINESSES. Downtown, which allowed businesses to use parking spaces for seating. About 15 businesses took advantage of the program. In July 2021, the City Council approved design guidelines for downtown outdoor dining platforms. Businesses can apply for the Open for Business grant to transition outdoor dining in parking areas to more permanent platforms.

INFORMATION AND SUPPORT. We sent out a periodic Business Resources email to about 450 contacts. Emails included information on grants, loans and other COVID-19 related information. Staff promoted other applicable grant programs and helped business to apply.

Through interviews and outreach with local business community in preparation of the Economic Strategy, staff gathered information and perspectives from a diverse array of business perspective – including identifying when regulations may negatively impact small businesses in our community.

Frank Mauldin Ozone Treatment Plant

In August 2021, the \$48 million state-of-the-art ozone treatment facility opened, adding a new layer of protection against algae blooms, severe weather events, and wild fires. Every day, North Santiam River water flows into the Geren Island Water Treatment Facility slow sand filters and is disinfected before serving Salem's homes and businesses. Ozone is one of the strongest disinfectants used to treat water — even stronger than chlorine. The new ozone treatment facility, is named after the late Public Works Director, Frank Mauldin, who led the agency from 1988 to 2002.

This is one of several strategic investments the City is making to ensure the community has a safe and resilient drinking water system well into the future. The City is also working on drinking water resiliency projects like the Aquifer Storage and Recovery wells, which are groundwater wells for backup use inside the Salem City limits.



BUSINESS OUTREACH. We continue to engage with local businesses, making contact with about 50 businesses per quarter. We increased outreach to restaurants, retail, personal services and other leisure and hospitality businesses most affected by COVID-19 and administered or assisted on a number of grant programs to assist these businesses.

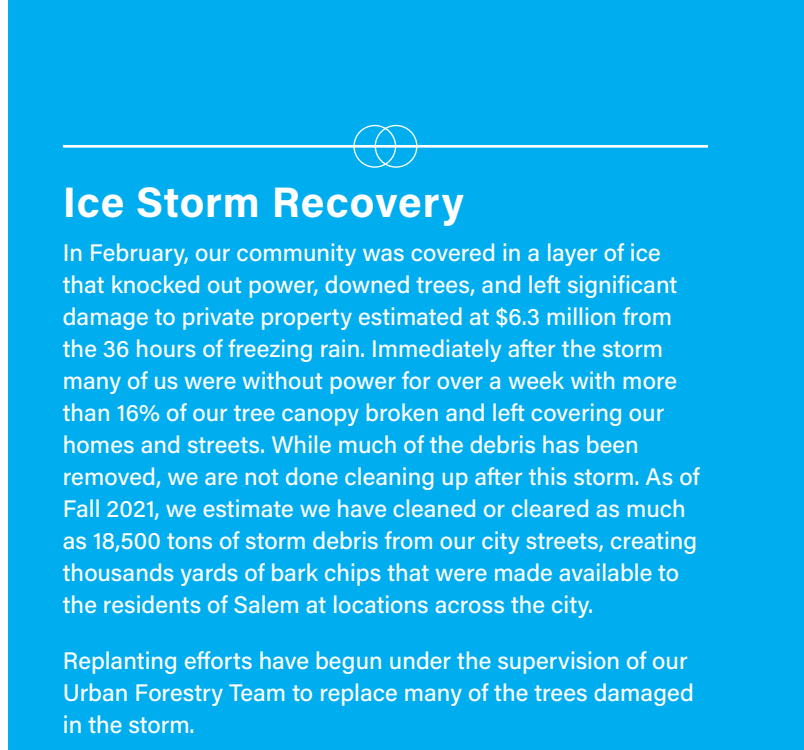
We also set up a series of business round-table meetings to connect with traded sector businesses or those that weren't as directly impacted by COVID-19 such as mid to large food and beverage companies; an entrepreneurs group representing food and beverage businesses, technology, and food service; and a craft manufacturers group. Next, staff will engage with technology focused manufacturers.

► JOB CREATION

Reduce local unemployment rate and increase the number of living-wage jobs within the city.

ECONOMIC DEVELOPMENT STRATEGY. The City's most recent Strategic Economic Development Plan was prepared in 2011 and was due for an update. Starting in September 2020, we conducted outreach with partner organizations and businesses to get input on current and anticipated needs and opportunities. The Economic Development Strategy, approved in October 2021, features short-term actions to guide Salem's economic recovery from COVID-19. Underrepresented communities including black, Indigenous, and People of Color (BIPOC) have been disproportionately impacted by the health and economic impacts of COVID-19, and these groups are central to the recommendations.

Outreach feedback on short term COVID-19 recovery needs and opportunities for businesses and the community included meetings with Willamette Workforce Partnership, the Latino Business Alliance, Pineros y Campesinos Unidos del Noroeste (PCUN), Marin Arreola, Business Oregon, McKay High School, Oregon Micronesia Island Community, Salem Housing Authority, Chemeketa Small Business Development Center, Mano a Mano, Enlace, and a series of round-table meetings with businesses of different sizes and industries.



Ice Storm Recovery

In February, our community was covered in a layer of ice that knocked out power, downed trees, and left significant damage to private property estimated at \$6.3 million from the 36 hours of freezing rain. Immediately after the storm many of us were without power for over a week with more than 16% of our tree canopy broken and left covering our homes and streets. While much of the debris has been removed, we are not done cleaning up after this storm. As of Fall 2021, we estimate we have cleaned or cleared as much as 18,500 tons of storm debris from our city streets, creating thousands yards of bark chips that were made available to the residents of Salem at locations across the city.

Replanting efforts have begun under the supervision of our Urban Forestry Team to replace many of the trees damaged in the storm.



The Economic Development Strategy is focused around:

- COVID-19 recovery and response;
- Diversity, equity, and inclusion;
- Affordable housing;
- Employment land and redevelopment;
- Broadband and technology;
- Entrepreneurship;
- Workforce development;
- Business recruitment; and
- Marketing and promotion to tell the story of our businesses and products made locally.



WORKFORCE PARTNERSHIPS. As part of the City’s Economic Development Strategy, we engaged area workforce training programs and surveyed local businesses to better understand the training and skills needed for existing and new hires. We partner with the Mid-Willamette Action Agency, Marion-Polk Learning Hub, and the Chemeketa Small Business Development Center to offer additional training and business mentoring for area childcare businesses, including individuals interested in starting a childcare business. Also, Chemeketa Community College launched its Agriculture Complex earlier this year to support the workforce needs of Mid-Valley farms and nurseries.

► EMERGENCY RESPONSE

Strengthen emergency response by ensuring adequate funding for public safety efforts (including EMS/911 Dispatch, Fire, and Police) and supporting community preparedness efforts.

BOND FOR INFRASTRUCTURE. We have approximately \$2 billion of infrastructure assets that need routine maintenance, improvements and expansion. Due to several previous bond issues’ debt service expiring over the next several years, we can seek this bond measure without increasing the estimated FY 2022 bonded tax levy rate of \$1.28 per \$1,000 of property assessed value.

The Finance Committee met in May 2021 to develop a recommendation to City Council for a comprehensive bonding strategy. The long-term bonding strategy would address four basic premises:

- Maintain a consistent levy rate for taxpayers over a set period of time.
- Issue debt in a timely and strategic manner.
- Decrease ongoing expenses related to deferred maintenance.
- Provide new investment for community benefit, with City Council and community oversight.

In October 2021, City Council considered the ballot measure proposal for up to \$300 million for General Obligation (GO) bonds to be issued over the next 10 years, including a community engagement plan on the proposal and potential projects. If approved, the bond would focus on replacing fire trucks.

The recommendation included developing a ballot measure to authorize up to \$300 million for General Obligation (GO) bonds to be issued over the next 10 years and developing a community engagement plan on the proposal and potential projects. City Council considered this proposal October 25, 2021. If approved, the bond would focus on replacing fire trucks.

Following investment in fire protection, project categories are likely to include streets, bridges, and sidewalks; parks and recreation facilities; affordable housing and shelter; and public facilities and information technology infrastructure.

COMMUNITY PREPAREDNESS. As Salem has endured a pandemic, a wildfire and a debilitating ice storm over the past year, we continue to encourage everyone to prepare for disasters major and minor with our #2WeeksReady campaign. During the past year of COVID-19 contact restrictions, we’ve turned to technology to help spread the word. Each October, we share preparedness stories tied to the Great Oregon Shakeout. Starting in May of this year, we also produced a series of half-hour videos called “Preparing for Disaster” on specific topics including “Wildfires,” “Water outages and storage,” and “Quick Tips for Everyday Preparedness,” along with related social media posts. New training for Community Emergency Response Team training is planned for September. ●

Will you be ready when the next disaster strikes? Let us help you with Disaster Preparedness Workshops

- ✓ Building a kit, Evacuation and In Place
- ✓ Car Kits
- ✓ Emergency Communications
- ✓ Emergency Food Supply
- ✓ Home Hazard Hunt
- ✓ Pet Preparedness
- ✓ Quik Tips for Everyday Preparedness
- ✓ Shelter
- ✓ Water Outages and Water Storage



Find existing and upcoming videos:
<https://bitly/COSFallDisasterPrep>



The Center 50+ WOW (Wellness on Wheels) Vans have been a vital connection for seniors during the pandemic, delivering mobile wellness services such as food/care box emergency deliver, friendly visits, activities, puzzles and games, and friendly front porch visits, among other services. The van enjoys additional support from United Way of the Mid-Willamette Valley, P3 Health Partners Oregon, and Home Instead Senior Care

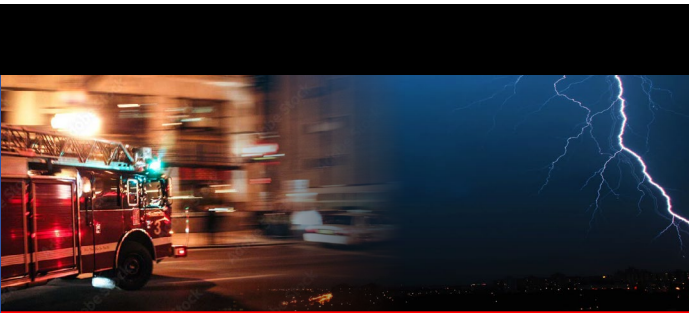


PREPARING TOGETHER FOR EMERGENCIES

In 2019, we launched a campaign to help everyone prepare to survive for at least two weeks after a major disaster.

A majority of residents say they are prepared for a natural disaster. According to our annual Community Satisfaction Survey, Salem residents appear to be aiming for greater household resilience in the face of emergencies. The percentage of residents who say they are prepared for a natural disaster has increased from 58% in 2019, to 66% in 2020, to 69% in 2021—an increase of 11 percentage points.

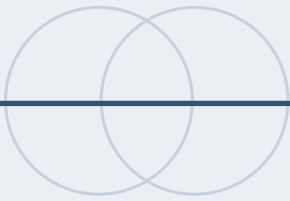
More people have emergency kits at the ready. The percentage of residents who report they have prepared an emergency kit has increased from 41% in 2019, to 54% in 2020, to 61% in 2021—an increase of 20 percentage points. There is evidence to suggest that traditionally more vulnerable groups are growing increasingly prepared as well. Between 2019 and 2020 there have been increases in reported levels of emergency kit preparedness among women, young people ages 18–29, people of color, residents with incomes under \$50,000, and renters.



SIGN-UP TO GET NOTICE OF CRITICAL, TIME-SENSITIVE EMERGENCIES

Marion Polk Alerts combines the City of Salem, Marion and Polk counties, the National Weather Service, and the State of Oregon emergency information to a new alert system. You can sign up for critical, time-sensitive emergency notifications for up to five addresses to be notified in case of an emergency at your home, work, or child's school. You will also be able to register for Weather Alerts and turn off those notifications at times that are inconvenient to you.

You can get alerts for a variety of safety situations including: evacuations, flooding, hazardous materials release, and police activity requesting resident action. Go to OR Alerts to learn more about the statewide program.



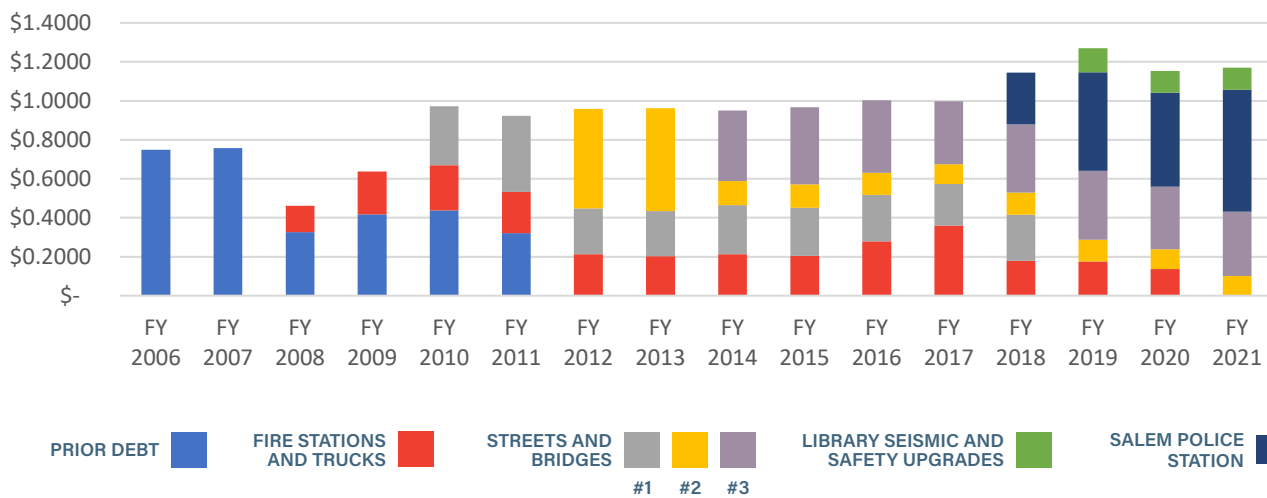
Bonds for Infrastructure



WHY BOND?

Like other local governments, the City of Salem takes out bond to pay for expensive infrastructure. Typically funded through general obligation bonds, these bonds must be approved by voters and are paid back with property taxes. This is almost like a homeowner taking out loan to make improvements to their home. Some of the City's existing bonds will be completely paid back in the next several years.

Historic Bond Levy over Time



FIRE STATIONS AND TRUCKS

In November 2006, Salem voters approved a \$24.719 million General Obligation Bond issue for the purpose of: building two new fire stations in fastest growing areas of Salem – east and west – and rebuilding two fire stations; furnishing, and equipping four fire stations; and purchasing of 13 fire engines, two ladder trucks, and seven other specialized response vehicles for things like grass fires and water rescues. We also refurbished fire trucks and installed emergency backup power at fire stations.

STREETS AND BRIDGES

In November 2008, Salem voters approved a "Keep Salem Moving" \$99.8 million bond to pay for more than 40 street and bridge projects to relieve congestion, improve safety, and rebuild or maintain pavement and bridges in Salem. Using savings and leveraging other fund sources, we were able to address additional transportation needs

in our community, such as neighborhood sidewalk improvements, quiet zones, signal modifications, pedestrian crossings, and buffered bike lanes. Savings occurred with careful structuring of projects and financing — in three stages — to meet the bond goals, as well as attentive project management to stated scope, schedule and cost estimates.

Recently, Rosemont Avenue NW Sidewalk Improvements, Brown Road NE Improvements, and Division Street Improvements projects were all completed with 2008 bond funds. Using bond savings, more bicycle, pedestrian, and safer crossing projects are scheduled including buffered bike lanes on Commercial Street from Oxford Street SE to Madrona Avenue SE, signal improvements to 12th Street NE at Marion Street NE, and other safety improvements to Broadway Street NE from Spruce Street to Salem Parkway, and at the intersection of Kuebler Boulevard SE and Turner Road SE.



LIBRARY SEISMIC AND SAFETY UPGRADES

In November 2017, Salem voters passed General Obligation Bond Measure for \$18.6 million to address seismic, safety, accessibility and system improvements to the Salem Public Library.

The original, 1972 building was built before geologists discovered that a Cascadia Subduction Zone earthquake could impact the Salem region. A 2014 City-commissioned engineering study by the Portland firm BergerABAM, found that the library and parking structure did not meet life safety standards and library users, staff, and volunteers would be at risk in a major earthquake.

Renovations funded through the bond to the 1972 building have made it safer in an earthquake, more accessible inside and around the exterior of the building, and other critical systems updates (heating, cooling, plumbing, electrical, roof and elevators); solar panels; more windows; and upgrades to the parkade.

When the Library re-opened, it introduced Salem's newest work of public art by Eugene, Oregon-based artist Amanda Wojick. Call Number Cascade, a site-specific sculpture on the main floor of the newly renovated Salem Public Library is a whimsical composition of color and form inspired by a love of libraries, landscapes, and a story of seven hidden waterfalls not far from Salem. The new artwork was funded through the City of Salem's half-a-percent for public art program, using funds generated from seismic upgrades to the Library.

WHAT'S ALL THIS ABOUT A LEVY RATE?

A levy rate is the amount of money that local governments (cities, counties, water districts, etc) have been approved to assess on the value of a property. As a result of Measure 5 in 1995, taxing jurisdictions – like the City or Salem Area Mass Transit District (Cherriots) – were assigned levy rates to fund their operations. These rates are called the permanent rates. Eugene, the city in Oregon of comparable size to Salem, has a permanent rate of \$7.0100 compared to Salem's \$5.8315. These levy rates are then applied by the County assessor when they issue your property tax bill. For example, the City of Salem's permanent rate is \$5.83/\$1,000. This means that for every \$1,000 of assessed value of a property, the City can levy up to \$5.83. A \$200,000 home would be assessed a total of \$1,166 for City operations on the owner's tax bill.

In 1997, taxing jurisdictions were further limited in their property tax growth with the passage of Measure 50, which determined a property's assessed value could not grow more than 3% annually. This is why the assessed value of your property is often less than the market value of your property – or the value you could expect to receive from the sale your property.

Due to the limitations of Measures 5 and 50, taxing jurisdictions have used bonding to fund large capital projects and local option levies to fund general operations. When a taxing jurisdiction bonds for capital expenses, they go to the voters for permission to assess an additional levy – separate from the permanent rate – which is not limited by Measures 5.

SALEM POLICE STATION

In May 2017, voters 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 opened in October 2020.

As a publicly-funded project, the new Salem Police Station includes an art piece on the campus. The concept by artist Blessing Hancock was chosen to join the more than 150 public artworks. Community engagement was an essential component of the piece titled Equitas. The surface pattern of the lighted sculpture incorporates text from the Salem community relating to the themes of honor, protection, and service.

Much-needed road improvements were made around the new Police Station. Funded through both the remaining funds of the 2008 Streets and Bridges bond along with Riverfront – Downtown Urban Renewal, this investment helped make it safer and more efficient to travel in the area.

In 1972, 108 officers moved into their new offices on the first floor of Salem City Hall. In 2017, 45 years later, the space was inadequate for 190 officers and 53 civilian staff.

Increasing Equitable Delivery of City Services



Welcoming and Livable Community



Good Governance

STRATEGIC PLAN OBJECTIVE

- ▶ COMMUNITY-ENGAGED POLICING
- ▶ SERVICE ACCESSIBILITY
- ▶ DIVERSITY, EQUITY, AND INCLUSION
- ▶ FINANCIAL STABILITY

▶ COMMUNITY-ENGAGED POLICING

Increase police engagement with all communities within the City to enhance crime prevention and to facilitate trust when a police response is required.

INDEPENDENT ASSESSMENT. In July 2020, the City of Salem commissioned a performance audit of the Salem Police Department’s policies and tactics, effectiveness in engaging all Salem residents, capacity for community policing, and officer accountability. As the work progressed, under guidance of the Community Engagement Audit Steering Committee, it became better known as an Independent Assessment. The Steering Committee met seven times to review progress, discuss goals and objectives for the work ahead, and provide suggestions for further community listening sessions. Completed in March 2021, the Steering Committee received an update on progress and on the upcoming Police Department Strategic Plan in August 2021

STRATEGIC PLAN FOR THE POLICE DEPARTMENT. The Police Department Strategic plan is in the community outreach phase. A final draft will be coming to City Council in December. The goals, objectives, and strategies captured in the strategic plan will provide focus for the department, ensuring the best use of our limited resources toward measurable progress.

The plan combines employee input and community feedback, incorporating recommendations from the recent Community Engagement Assessment. The strategic plan will solidify a new policing philosophy in Salem which improves safety and quality of life, while enhancing trust in the department.

▶ DIVERSITY, EQUITY, AND INCLUSION

Ensure that City services are provided equitably to all residents.

See “Equity in Action”, beginning on page 20.

▶ SERVICE ACCESSIBILITY

Increase accessibility of key City services by providing online options and extending services to under-served residents.

VIRTUAL SERVICES. More and more City services are now available online, making more services accessible on customer schedules. In addition, programs and information are available in more languages. With the move toward a single point of service, the physical Customer Service Center will open in 2022 at the Salem Civic Center, work is also underway to better connect all programs and services with one virtual point of entry.

CITY WEBSITE UPDATE. City Council allocated funding in the FY 22 Budget for a new City website. Work is now under way to produce a new website in January 2022. The new website platform will make it easier to get information and easier to access by improving navigation and search capabilities. With more information in the web environment, translation will be easier and more accessible to screen readers. The site will also feature seamless integration of off-site web-based information sources.

LIBRARY STRATEGIC PLAN. The Library Strategic Plan is underway, with the intent of positioning the Library to proactively provide services that meet the changing library services needs of our community in an efficient and cost-effective manner. Driven by community input, staff experience, and best practice, the strategic planning process considers equitable access to the Library building and its services beyond the building to reach more of Salem.



CUSTOMER SERVICE EXPERIENCE AT CITY HALL.

Based on the principal that members of the public should not have to understand how the City is organized to access services, we are planning a one-stop-shop Customer Service Center on the first floor of the Civic Center. when it opens, in summer 2022, staff will provide services in across four major categories: questions and concerns, application intake and processing, payments, and additional services. Over time, additional services may be added as necessary to support an optimal, cohesive customer experience.

SALEM PUBLIC LIBRARY RE-OPENS. The Salem Public Library re-opened October 1, 2021, following \$18.6 million in voter-approved seismic and safety upgrades. The renovated Salem Public Library offers a light-filled interior with books, new spaces for reading and meeting, and redesigned areas for children and youth.



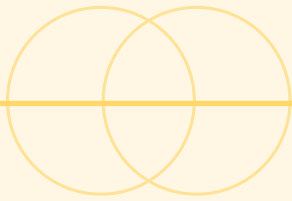
Remodeled staircase at the Salem Public Library.

► FINANCIAL STABILITY

Strengthen the City’s long-term financial position to ensure ongoing provision of core services to all residents.

OPPORTUNITIES: LOWER EXPENSES. We are constantly evaluating whether our community can be better served by non-profits or the private sector. In many cases, the services we provide are not offered by others in our community, are the result of a State or Federal mandate, or are cost prohibitive to start-up. In others, our primary role is to provide grants and other funding to non-profits, rather than build new areas of expertise within the organization. For example, we contract with Travel Salem for destination marketing and with SEDCOR for targeted sector business retention, expansion, and recruitment.

OPPORTUNITIES: HIGHER REVENUE. Prior to the onset of the Pandemic, the City was moving forward with a program to maintain current City services and begin to keep pace with our community’s growing needs. At that time, we were trying to raise an additional \$16.2 million per year to pay for police officers and firefighters, and much-needed additional support for parks, our library and other community services. In February 2020, the City began collecting the operations fee to help continue current services and staffing levels in the near-term. This was the first of two steps to fill the revenue gap and to continue existing services. By March 2020, it became clear that the economic impact of the Pandemic on our residents and businesses would linger and the City Council pulled second piece of revenue measure from the May 2020 ballot. American Rescue Act Plan funds have helped to fill gaps created by the Pandemic. Through FY23, the City will continue to have access to these funds to help stabilize the budget. ●



Equity in Action



WHAT DO WE MEAN BY EQUITY?

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



Equity in Practice. In January 2021, Salem's City Council took two decisive actions to further the City's commitment to diversity, equity, and inclusion. The Council adopted two resolutions: one condemning racism and white supremacy, and the other recognizing racism as a public health crisis. The FY 22 Budget included a new Diversity Equity and Inclusion Coordinator position, with the express intent to increase diversity of hiring as one outcome of the work.

Within the context of the global Pandemic, more and more City services are now available online, making more services accessible on customer schedules. In addition, programs and information are available in more languages. Salem City Council meetings are simultaneously broadcast in American Sign Language and Spanish. Across the organization, staff contribute to sharing this information in Spanish through the Ciudad de Salem Facebook page, launched in 2019.

As the Library re-opened, it included braille, larger font, and bilingual signage – and features a new accessibility page, bringing together accessibility and accommodation information. The renovated Library building included accessibility improvements. We also continue to make improvements to sidewalks and accessibility ramps at intersections around the City.

As we collectively plan our future, surveys for Library and Police strategic planning efforts followed Climate Action and Our Salem community engagement with availability in multiple formats and languages. As we consider investments in parks, transportation, and safer crossing

projects in the City's five-year Capital Improvement Program, projects are assessed on whether they meet criteria of furthering social, economic, and geographic equity in Salem. For Salem's Safer Pedestrian Crossing Program, an equity score is calculated for each project as it is considered. A project's equity score is based on poverty level in area, diversity in race and age (65 years and older, and youth), limited English households, and those living with visual or ambulatory disabilities.

Equity in Climate Action. The effects of climate change will not be borne equally by Salem residents. People who live in floodplains, who live with medical conditions, who are unsheltered or live in poverty, and/or who have limited financial and social resources to recover from extreme weather events will have the most difficulty adapting to climate impacts.

Many Climate Action strategies, which address systems and practices that have historically disadvantaged groups of Salem residents, apply to other facets of City governance and community equity. Examples include:

- Improve safe mobility and increase transportation choice in low-income neighborhoods.
- Engage residents in low-income neighborhoods during planning and decision-making phases to better understand the needs and priorities of specific areas in Salem.
- Ensure the transition to renewable energy generation and changes to waste disposal practices do not disproportionately affect low-income individuals, households, or historically marginalized communities.

- Prioritize under served areas and neighborhoods when implementing strategies for access to healthy foods, grocery stores, and neighborhood tree plantings.
- Ensure all residents have access to safe and affordable housing options.



Equity in Our Salem. Throughout the three-year community engagement effort to craft a community-wide vision for growth and development and update the Salem Area Comprehensive Plan, the City proactively engaged all members of our community with a wide variety of opportunities to participate and provide input.

The draft Comprehensive Plan includes goals and policies that consider equity in:

- Housing;
- Economic development and employment;
- Land use and urbanization;
- Parks and recreation;
- Natural resources and the environment;
- Climate change and natural hazards;
- Transportation;
- Public facilities and infrastructure;
- Community services and historic resources; and
- Community engagement and equity

Throughout Our Salem, the intent is to strengthen partnerships with the growing, diverse community and provide ongoing opportunities for meaningful involvement in planning, investment and policy decisions. The City is committed to expanding opportunities for people of color, low-income residents, and other under-served and underrepresented groups to participate in planning and investment decisions. To improve equity outcomes, the City aims to ensure the benefits of growth and change will be equitably shared by all community members, and no neighborhood or group in the community will be disproportionately burdened by Salem's growth.

Equity in Business Support and Job Creation.

Since March 2020, staff provided technical assistance, including connections to COVID business grant programs, to more than 450 area small businesses in both English and Spanish. Of the 161 small business grants that were administered or funded by the City, 71 grants were issued to women owned businesses and 39 by those reporting as Latino or Black, Indigenous, People of Color (BIPOC)¹.

The new Economic Development Strategy focuses on the City's recovery and actions to ensure equitable outcomes for all of Salem's residents. It was developed concurrently with several other important City visioning and planning documents, including Our Salem and the Citywide Climate Action Plan.

Our commitment to strengthening and formalizing partnerships, including the work with Latino Business Alliance, is reflected throughout the Economic Development Plan. Specific strategies address learning more about local Latino firms, especially those looking for assistance to grow their businesses, sharing the stories of Salem's under served businesses, and securing input from under served groups in the formation of new programs.

Equity in Programs and Services. Diversity, equity and inclusion is a critical priority for the City Council and a key organizational goal. In March 2021, the City's Executive Leadership Team approved the Comprehensive Diversity, Equity and Inclusion Plan and membership for an internal enterprise-wide DEI Committee focused on programs, practices, and services. The group has begun work in the following areas:

- Create an inclusive organization where all employees and volunteers feel valued;
- Evaluate all organizational systems with a DEI lens;
- Develop a robust data collection effort that supports the City's DEI efforts;
- Build an organizational culture that promotes DEI and improves employee engagement, recognition, culture of trust, support and inclusion;
- Attract and hire staff that are representative of the diverse, multi-cultural community that we serve;
- Develop an on-going training program for staff that reinforces the City's commitment to diversity, equity and inclusion for the organization and the community that we serve;
- Develop training and mentoring programs to create promotion pathways for all City employees;
- Commit to annual assessment and compliance update of Title VI and Section 504 of the Rehabilitation Act of 1973;
- Remove barriers to City purchasing of goods and services from minority-owned businesses; and
- Reflect needs of the entire community in City programs and services.

¹ (Reporting of ethnicity was voluntary.)

Building Great Neighborhoods

Supports



Welcoming and Livable Community



Safe, Reliable, and Efficient Infrastructure

STRATEGIC PLAN OBJECTIVE

- ▶ NEIGHBORHOOD DEVELOPMENT
- ▶ PARKS & RECREATION FACILITIES
- ▶ BIKE & PEDESTRIAN SAFETY

▶ NEIGHBORHOOD DEVELOPMENT

Increase the number of “complete neighborhoods” across the city that provide convenient access to jobs, services, and amenities that meets residents’ daily needs.

NEIGHBORHOOD ASSOCIATIONS. Neighborhood Associations play a pivotal role in engaging residents in City government, involving citizens in local government planning and decision-making that affects their neighborhood. Through their neighborhood associations, residents interact and provide input to Council on livability and quality of life issues affecting their neighborhood and the City as a whole.

FINALIZE THE OUR SALEM PLAN. See “Our Salem,” beginning on page 24.

▶ PARKS AND RECREATION FACILITIES

Develop, enhance, and expand parks and recreational facilities—and access to these amenities—to better serve residents of all ages, abilities, and cultures.

UPDATE THE PARKS SYSTEM MASTER PLAN. See “Our Salem,” beginning on page 24.

▶ BIKE AND PEDESTRIAN SAFETY

Increase the safety of walking and biking within the city by prioritizing construction and maintenance of pedestrian and bicycle facilities.

UPDATE THE BIKE/WALK SALEM PLAN. See “Our Salem,” beginning on page 24. ●



SECOR PARK

Secor Park is an approximately 8.5-acre park located in south Salem next to Crossler Middle School. Between 2018 and 2019, the community provided input for the updated park plan through a series of public workshops and surveys. The plan represents a shared community vision that balances park development with the conservation of natural resources. Portions of the park that include a lush wooded area, gently sloping grass meadows, and upper reach of the Waln Creek were proposed to be left undeveloped. After extensive community input, Salem City Council adopted an updated master plan for Secor Park in August 2019.

Secor Park now has a playground, paved paths, benches, a picnic area, and a new bridge over Waln Creek.



COVID MEMORIAL AT GEER PARK

The 44-acre Geer Community Park, located in northeast Salem off of State Street, now features a new memorial garden dedicated in remembrance of community members impacted by the Covid-19 Pandemic. The vision for this project stemmed from the work and collaboration between Columbia Bank, The Garden Angels, and the Salem Parks Foundation.

The site is a reflection point for the many who have loved ones affected by the Covid-19 Virus. The plaque, in honor of those victims reads, "In the wake of sorrow, we find our strength together in knowing that our loved ones are in our hearts forever." The centerpiece of the memorial garden is a Holly Oak Tree (*Quercus ilex*). It is a drought-resistant evergreen, a tough survivor, and native to the climate. "Holly," to the ancient druids was a symbol of eternal life. It is hoped that this garden will bring peace and a sense of hope to those who rest under its shade. Dedication of the memorial garden took place Saturday, May 1, 2021.

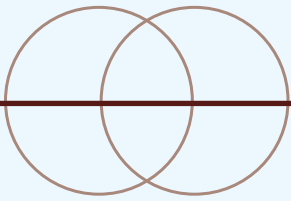


ROTARY PAVILION

The Gerry Frank | Salem Rotary Amphitheater is located in Riverfront Park, Salem's premier downtown venue for outdoor events. A joint project by the City of Salem and the Rotary Club of Salem, the \$4.0 million outdoor amphitheater and associated \$3.7 million set of improvements in the surrounding section of Riverfront Park are scheduled for completion in July of 2021. The unique amphitheater design has an estimated seating capacity of 3,000-3,500 and includes a covered stage, an acre of contoured lawn, and a plaza equipped with power and water for up to 14 vendors. Salem's 23-acre Riverfront Park features a carousel, splash fountain, pavilion, river access, the A.C. Gilbert House and Children's Museum, and walking bridges to two neighboring parks.

The Gerry Frank | Salem Rotary Amphitheater is named in honor of Gerry Frank for his more than 60 years of Rotary service and his lifetime of service to Oregonians.

OUR SALEM: Comprehensive Plan Update



WHAT IS A COMPREHENSIVE PLAN?

Since 1973, Oregon has had statewide program for land use planning. The foundation of land use planning is set around 19 Oregon Statewide Planning Goals. The goals express the state's policies on land use and on related topics, such as resident involvement, housing, and natural resources.

Under this statewide program, cities are required to have comprehensive plans to guide future growth and development. Comprehensive plans contain goals, policies, and a map to guide land use, transportation, infrastructure, and other investments within an urban growth boundary. It is within this boundary that urban development is expected and contained so that farm and forestland outside of the boundary can be preserved.

Under this statewide program, cities are required to have comprehensive plans to guide future growth and development. Comprehensive plans contain goals, policies, and a map to guide land use, transportation, infrastructure, and other investments within an urban growth boundary. It is within this boundary that urban development is expected and contained so that farm and forestland outside of the boundary can be preserved.

HOW DOES SALEM'S COMPREHENSIVE PLAN WORK?

The Salem Area Comprehensive Plan is the long-range plan for future growth and development in the Salem area. It establishes a framework to guide all land use and related activities in line with the community's vision, and it aims to ensure orderly and efficient development that meets the community's needs.

Specifically, the Comprehensive Plan includes goals, policies, and a Comprehensive Plan Map that inform how and where land is developed and infrastructure is provided to meet the needs of current and future residents. It also provides guidance on how the community is engaged in planning and decision-making and how coordination occurs with the larger Salem/Keizer urban area.

Salem's Comprehensive Plan has not been updated altogether in decades and no longer reflects the community's vision for the future. This project, Our Salem, is an opportunity to better understand Salem and how the community wants to grow over the next couple decades. As part of the 2017 Strategic Plan, the City Council and community identified the need to develop a vision for growth and development. Outreach, engagement and analysis for Our Salem began in 2018.

HOW DOES SALEM'S COMPREHENSIVE PLAN RELATE TO OTHER PLANS?

The Comprehensive Plan includes many components that must be consistent with the statewide land use planning goals. The components generally provide detailed policies and projects in line with the higher-level goals and policies in the Comprehensive Plan. Some of the components include:

- Public Facilities Plan
- Salem Transportation System Plan
- Comprehensive Park System Master Plan
- Willamette River Greenway Plan
- "Goals and Policies" provisions and the generalized land use maps adopted in neighborhood plans

The Comprehensive Plan also informs other City planning documents and investments related to future growth. Under state law, all area plans, zoning codes, permits, and public improvements must be consistent with comprehensive plans.

Salem's Comprehensive Plan is implemented through a variety of tools and measures. Implementation tools include Salem's zoning code, zoning map, annexation, urban renewal plans, urban growth management program, capital improvement program (CIP), and other City plans and programs. These tools therefore play a critical role in advancing the goals and policies of the Comprehensive Plan and help to ensure that short-term decisions align with the community's long-term vision.

OUR SALEM

One of the priorities in the 2017 Salem Strategic Plan was to create a vision for growth and development. In 2018, the City launched Our Salem, a multi-year project to update the Salem Area Comprehensive Plan and guide future development in our community.



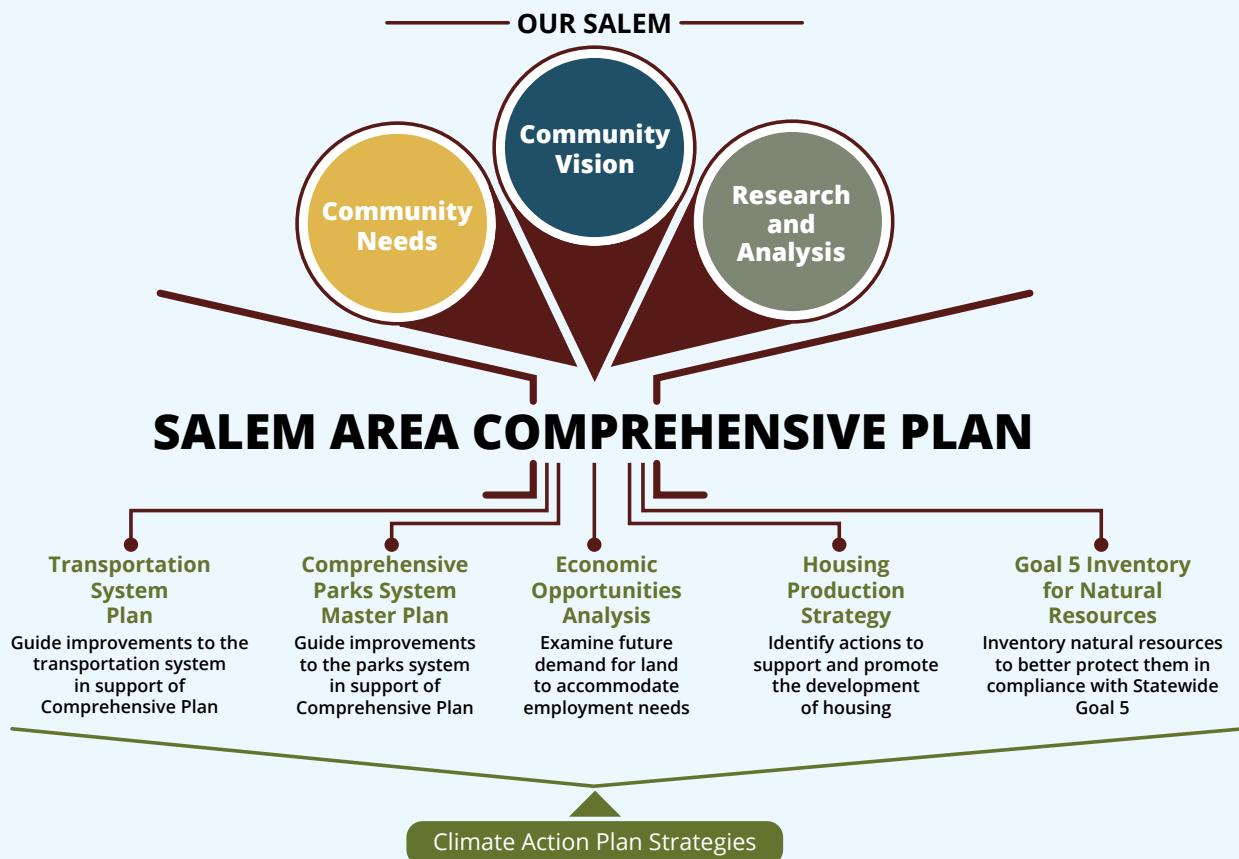
WHAT'S NEXT FOR OUR SALEM?

By the end of 2021, the City expects to start the adoption process for the updated Comprehensive Plan, Comprehensive Plan Map, zoning map, and zoning code. That process will stretch into 2022 and include public hearings at the Planning Commission and City Council. Through this process, changes may be made to the proposed zoning map or other components of the project.

After Our Salem is approved by City Council, and coordinating with any Department of Land Conservation and Development rules that come out of Oregon's Climate-Friendly and Equitable Communities work, the City's next steps will be to:

- Update the Transportation System Plan to align with the updated Comprehensive Plan,
- Coordinate and implement strategies in the Climate Action Plan,
- Update the Comprehensive Parks System Master Plan to align with the updated Comprehensive Plan,
- Complete a new Economic Opportunities Analysis,
- Develop a Housing Production Strategy following Housing Needs Analysis adoption planned with the Our Salem project, and
- Conduct a Goal 5 inventory to conserve open space and protect natural and scenic resources.

Learn more about the Our Salem project on the project website: www.cityofsalem.net/our-salem.



Taking Action on Climate Change

Supports



Safe, Reliable, and Efficient Infrastructure

STRATEGIC PLAN OBJECTIVE

- ▶ GREENHOUSE GAS REDUCTION
- ▶ RESILIENCE

▶ GREENHOUSE GAS REDUCTION

Reduce the City's greenhouse gas emissions.

▶ RESILIENCE

Increase the City's resilience to climate change.

CLIMATE ACTION PLAN. Salem is vulnerable to climate change impacts, including flooding, drought, excessive heat days (days with temperatures over 90 degrees Fahrenheit), and wildfires in the region. These impacts can cascade, disrupting transportation, agricultural production, food supplies, and public health.



People of color, residents living in poverty, seniors, children, and people who work or live outdoors are impacted disproportionately by extreme weather. The Climate Action Plan includes guiding equity principles to assist with implementation across the community.

In October 2020 Council established two goals for Salem's Climate Action Plan:

1. Reduce Salem's Greenhouse Gas (GHG) emissions 50% from 2016 levels by 2035; and
2. Be carbon neutral by 2050.

To reach the goals set by Council, a 40-member Task Force, consultants, and residents of our community worked together to develop a variety of strategies for both greenhouse gas reduction and community resilience. Throughout the process, community members were engaged in Spanish and English online activities, presentations, community events, radio interviews, and social media posts.

SALEM'S CLIMATE ACTION PLAN is designed to:

- Achieve Climate Action Plan Goals for reducing greenhouse gas emissions (mitigation);
- Help the Salem community prepare for climate change (adaptation/resiliency);
- Identify, recommend, and prioritize actions; and
- Identify key partners for actions.

The Climate Action Plan has a long planning horizon. It will be important to actively monitor progress towards the goals through more than 170 strategies in transportation and land use, energy, natural resources, economic development, materials and waste, food, and community equity. Each strategy includes potential reduction of greenhouse gas, cost estimate, lead agency, co-benefits, and time-frame. Reducing GHG emissions will require many actions by the City, businesses, nonprofits, partner organizations, and residents. Many of the strategies rely on partnerships with other organizations, such as Cherriots, Portland General Electric, and Energy Trust of Oregon.

The City is the lead action in ten strategies such as increasing parking fees, improving building weatherization, and expanding the urban tree canopy.

The Salem Climate Action Plan is closely coordinated with the Our Salem Comprehensive Plan update. Both plans will influence development and transportation patterns in the City, and both have the ability to reduce GHG emissions. ●

PRINGLE CREEK RESTORATION

The City of Salem earned The American Public Works Association's 2021 Public Works Project of the Year Award for their efforts in restoring Pringle Creek in downtown Salem.

For decades, Pringle Creek had been shaded by the concrete remnants of the old Boise Cascade paper mill. The project focused on rehabilitating the stream bed flowing under a section of downtown Salem by removing concrete pylons, enhancing the green space along the water, and restoring the beauty of the creek. Since completion, the project has enhanced stream flows, improved fish habitat in the creek, and increased the plant and animal diversity found in the area. This award recognizes the cooperative achievements between the City of Salem, the contractors at Suulutaaq Inc., and consultants at Otak Inc.

The American Public Works Association is a not-for-profit, international organization of more than 30,000 members involved in the field of public works. APWA serves its members by promoting professional excellence and public awareness through education, advocacy, and the exchange of knowledge. Salem's Public Works Department earned their 2021 Public Works Project of the Year Award in the Environmental category for projects under \$5-million.



45TH YEAR AS TREE CITY

This year, Salem celebrated 45 years as a Tree City USA! We're proud of our trees. Not only are they beautiful, but they provide many benefits to our community and the environment. Trees absorb carbon dioxide, reduce soil erosion, filter pollutants out of the air and water, and keep our streams, parks, sidewalks, and streets cool, just to name a few of those benefits.

Salem is a charter member of the Tree City USA Program that started in 1976, making Salem the oldest Tree City USA in Oregon. To be a Tree City USA, we must have a tree board or department have a tree care ordinance, have a community forestry program with an annual budget of at least \$2 per capita, and observe Arbor Day annually.



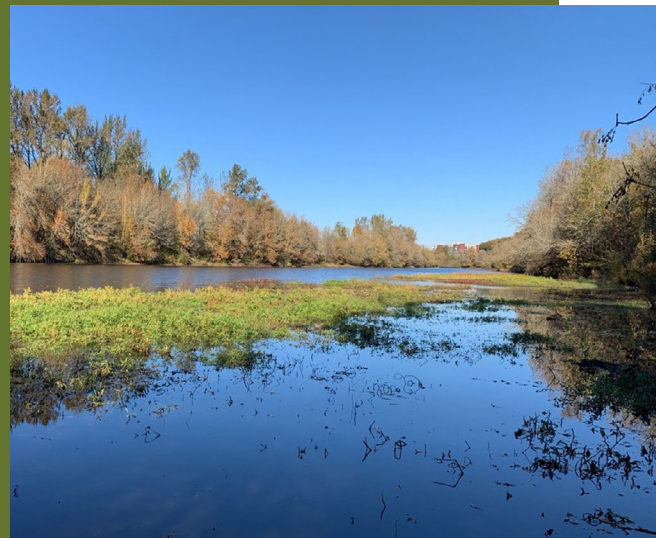
WILLAMETTE SLOUGH HABITAT RESTORATION CONTINUES

We're working with Willamette Riverkeeper to stop the spread of an aggressive, invasive water plant that has gained a stranglehold on the Willamette Slough at Minto Brown Island Park, hurting recreation opportunities and wildlife alike.

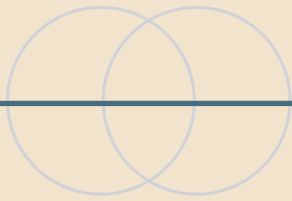
Uruguayan water primrose, also called Ludwigia (*Ludwigia hexapetala*), forms dense mats in slow-moving backwater channels, oxbow lakes, and sloughs. The yellow-flowered plant can choke entire waterways, severely restricting recreational access, degrading water quality, and creating an environment that is unfriendly to native fish and wildlife.

Up and down the Willamette River, groups are working to stop the spread of this highly invasive plant. The City of Salem and Willamette Riverkeeper have teamed up to do the same in the Willamette Slough. This three-year project aims to control Ludwigia in the slough through the careful use of an aquatic-approved herbicide sprayed on the plants by state-licensed applicators.

The goal is to reduce the plant's population to such a degree that additional herbicide treatment will not be necessary once the project is complete. In the future, any new or remaining Ludwigia will be controlled by hand-pulling. The Willamette Slough will undergo its third and final year of treatment in the summer of 2022.



The 2021-26 Strategic Plan: Council's Policy Priorities



The Salem Strategic Plan, updated by City Council in March 2021, articulates the mission, vision, values, and goals of the City. The plan charts a course for the City moving forward based on findings from an assessment of current conditions in our community, impacts of anticipated change in the region, and perspectives of residents, community leaders, and Council.

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

The Strategic Plan:

1. Articulates the vision, mission, 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, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all.



Mission

Provide fiscally sustainable and quality services to enrich the lives of present and future residents, protect and enhance the quality of our environment and neighborhoods, and support the vitality of our economy.



Values

COMMUNITY-FOCUSED: We strive to provide high-quality, responsive, and equitable services that meet the needs of our community.

INCLUSIVE: We are committed to ensuring equity and accessibility across city services. We are an anti-racist organization that actively fights against racism and all other forms of discrimination. Diversity is a core strength of our community and we are dedicated to creating a city where everyone—regardless of culture, race, or ability—can thrive.

PROACTIVE: We are innovative, action-oriented, and focused on delivering measurable results to our community. We actively seek and use data to make well-informed decisions.

ACCOUNTABLE: We act with integrity and honesty. We take responsibility for our actions and communicate with residents to ensure transparency.

RESPECTFUL: We strive to create a healthy work environment based on teamwork and mutual respect.



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



SAFE AND HEALTHY COMMUNITY

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



WELCOMING AND LIVABLE COMMUNITY

Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents featuring access to parks, recreation, historic and cultural resources, and the arts.



STRONG AND DIVERSE ECONOMY

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



SAFE, RELIABLE, AND EFFICIENT INFRASTRUCTURE

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



NATURAL ENVIRONMENT STEWARDSHIP

Protect natural resources including all waterways, tree canopy and our natural ecosystem Willamette River, and reduce the impact from the built environment and City operations on both the environment and all residents.



GOOD GOVERNANCE

Manage the enterprise to be fiscally sustainable, provide quality services equitably across our community, proactively engage all residents, be forward thinking, and build capacity and partnerships to prepare for the future.

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



www.cityofsalem.net