



City of Salem 2025 Strategic Planning

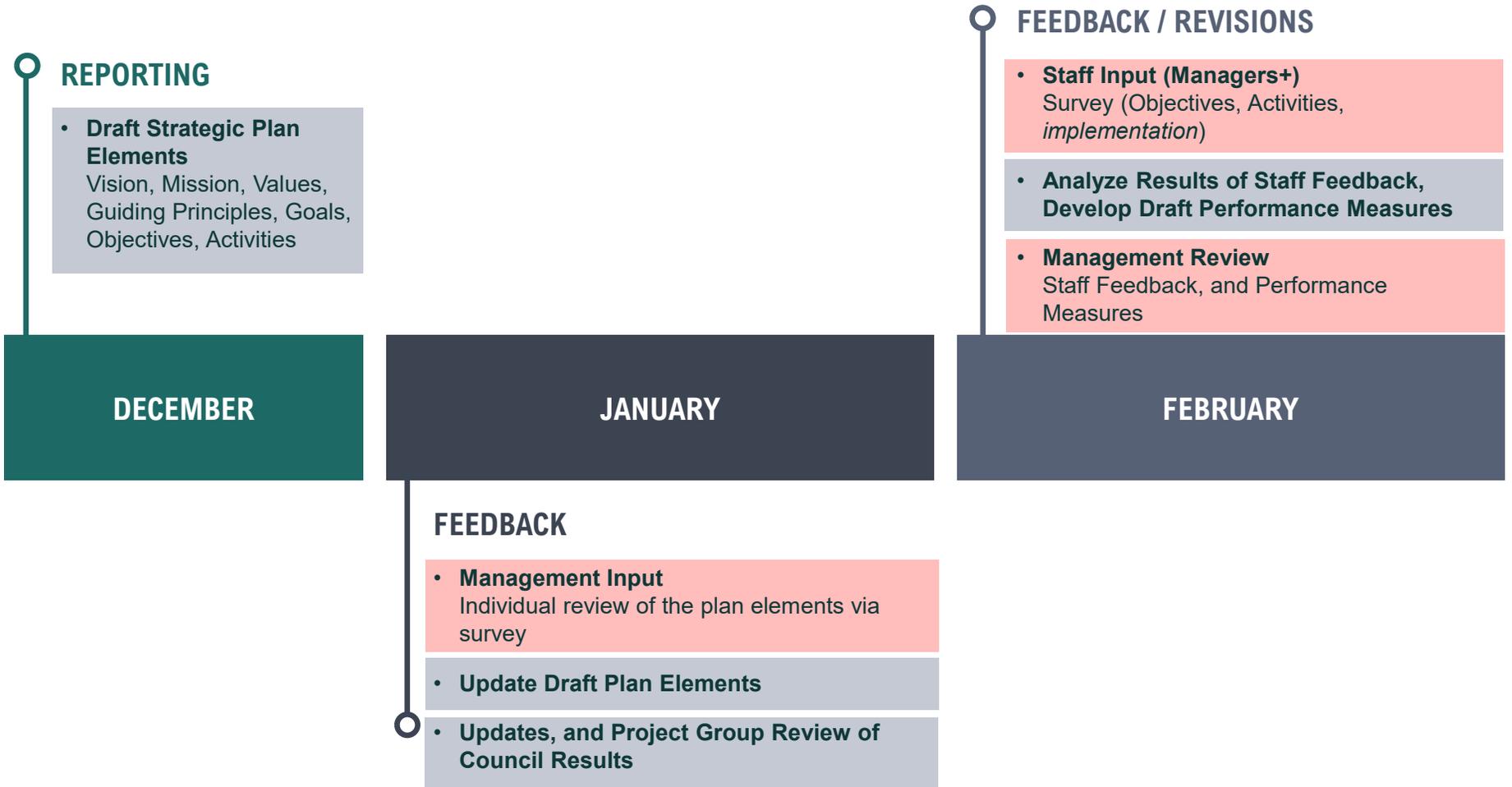
COUNCIL UPDATE | March 16, 2026



Agenda

- 01** Project Updates
- 02** Vision, Mission, Values
- 03** Goals
- 04** Outcomes
- 05** Closing and Next Steps





○ REVISIONS

- **Council Update**
Vision, Mission Values, Goals, Outcomes

- **Community & All Staff Input**
Online survey

- **Analyze Community Input**
- **Develop Full Strategic Plan Draft**

March

APRIL

○ FINALIZATION

- **Management Input**
Review of Full Draft Plan

- **Strategic Plan Finalization**

- **Council Review and Adoption**
Council meeting Apr. 13th

Project Updates

Project Updates

Work Completed	Details
Drafted Strategic Plan Elements	BT drafted new vision, mission, values, guiding principles, goals, objectives, and activities based on feedback from management and Council work sessions conducted in November.
Executive Leadership Input	BT distributed a survey to executive City leadership to review the draft plan elements. The survey ran from January 13 th – January 20 th .
Updated Draft Plan Elements	BT further refined the draft plan elements based on executive leadership feedback.
Executive Leadership Work Session	Executive leadership provided feedback on goals, objectives and related activities, including year 1 priorities.
Manager+ Survey	BT distributed a survey to manager level and above staff to receive feedback on Year 1 activities. The survey ran from February 23 rd – February 27 th .



Vision Mission Values

Key Takeaways

Vision	Mission	Values
<ul style="list-style-type: none"> • More inspiring and distinctive language – Current wording feels “vanilla” or just “okay”; the vision especially should be more compelling and memorable. • Include trusted leadership – Consider incorporating language about trusted, collaborative leadership between to reinforce community confidence. • Project leadership and innovation – Emphasize innovation, reimagined services, and being at a turning point; position the city as dynamic, growing, and forward-thinking. • Embrace capital city identity – Highlight pride in being the state capital, positioning Salem as a leader in problem-solving. 	<ul style="list-style-type: none"> • More inspiring and distinctive language – Current wording feels “vanilla” or just “okay” • Add resiliency and future-readiness – The mission/vision should reference resiliency and proactive planning to better reflect long-term sustainability and preparedness. • Reconsider wording like “vitality of the economy” – While the intent is supported, some felt the phrasing may not be the strongest or most fitting choice. 	<ul style="list-style-type: none"> • Broaden the definition of “Inclusive” – Current language may feel too narrow or specific; consider simplifying and broadening. • Clarify or refine “anti-racist” language – Mixed feedback: some caution that removing it sends the wrong signal, while others noted it may feel incomplete if not paired with other commitments. Consider reframing around what the city stands <i>for</i> while preserving anti-racism as foundational. • Revisit “Proactive” value wording – General support for keeping proactive but rephrase for clarity and stronger alignment to signal ongoing effort.



Vision

Current Statement

Our VISION is ...

A safe, livable, and sustainable capital City, with a thriving economy and a vibrant community that is welcoming to all.

Updated Draft Statement

Our VISION is ...

A **leading** capital city that sets the standard for **safety, livability, and sustainability—fueling a dynamic economy and nurturing** a vibrant community that is welcoming to all.



Mission

Current Statement	Updated Draft Statement
<p>Our MISSION is to ...</p> <p>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.</p>	<p>Our MISSION is to ...</p> <p>Provide fiscally sustainable and quality services that enhance community safety and resiliency, improve the quality of our environment and neighborhoods, and support a strong economy.</p>

Values

Current Statements

Our VALUES...

- **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.

Updated Draft Statements

Our VALUES...

- **Inclusive:** We foster an anti-racist culture of equity, accessibility, and inclusion within our organization and across all City services.
- **Proactive:** We continuously seek innovative solutions, using data-driven insights, and community input to deliver meaningful programs with measurable results.

Values- No Changes

Current Statements

Our VALUES...

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

Goals

Key Takeaways

- **Make goals more aspirational and forward-looking** – While progress is evident, goals should reflect the *next step* for the next five years rather than describing what the City is already doing and the top recurring community feedback.
- **Reassess economic goal scope** – Question whether “robust job growth” is fully within the City’s control. Consider broader framing, such as a resilient, thriving economy and creating a business-friendly environment.
- **Address housing and homelessness** – Housing crisis and attainability should be acknowledged; homelessness consumes significant resources but is politically and operationally complex. Consider careful framing that reflects the city’s role without overcommitting.
- **Good governance and transparency** – Broaden “good governance” to include transparency, accountability, efficient internal management, fiscal stability, and revenue efficiency.
- **Highlight water and wastewater responsibilities** – Waterways, drinking water, and wastewater infrastructure are core city responsibilities and currently underrepresented.
- **Support next-generation workforce and retention** – Consider language about creating opportunities for residents to stay, attracting young talent, and helping workers adapt to economic shifts.
- **Natural environment** – Some felt it ranked low in public priorities, while others noted regulatory obligations and significant resource allocation make it unavoidable; may need clearer framing or integration.



Goal Areas 1-3

Current Goal	Draft Update
<p>1 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.</p>	<p>1 Safe and Healthy Community: Provide emergency services while proactively collaborating to address the impact of crime, fire, natural disasters, health emergencies, and homelessness to residents, visitors, businesses, and property owners.</p>
<p>2 Welcoming and Livable Community: Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents, access to parks, recreation, historic and cultural resources, and the arts.</p>	<p>2 Welcoming and Livable Community: Develop Salem as a safe, well-maintained City offering a mix of quality housing, libraries, parks, recreation, art, and historic and cultural resources for all ages.</p>
<p>3 Strong and Diverse Economy: A diverse economic base, robust job growth, business retention and recruitment, and a thriving, resilient downtown.</p>	<p>3 Strong and Diverse Economy: Encourage innovation, entrepreneurship, business retention, and growth that provides broad community benefit in downtown and beyond.</p>

Goal Areas 4-6

Current Goal	Draft Update
<p>4 Safe, Reliable, and Efficient Infrastructure: An integrated municipal asset system of streets, bridges, bike paths, sidewalks, civic buildings, technology, and utility infrastructure.</p>	<p>4 Safe, Reliable, and Efficient Infrastructure: Maintain and upgrade critical infrastructure systems, including transportation and public facilities, to meet community needs.</p>
<p>5 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.</p>	<p>5 Natural Environment Stewardship: Safeguard environmental and natural resources, including waterways, wastewater, tree canopy, parks, and ecosystems, while addressing environmental impacts from development and City operations.</p>
<p>6 Good Governance: Manage the enterprise to be fiscally sustainable, provide quality service equitably across our community, proactively engage all residents, be forward thinking, and build capacity and partnerships to prepare for the future.</p>	<p>6 Good Governance: Provide fiscally responsible, transparent, and equitable services, proactively engage residents, and build partnerships to prepare for the future and cultivate long-term success.</p>



Outcomes

As our City plans for the next five years, we know that specific projects, strategies, and day-to-day activities may evolve in response to new opportunities and challenges. While the path may shift, our destination should remain clear.

To make thoughtful decisions and stay aligned over time, we need a shared understanding of what we are ultimately working toward.

Outcomes

DISCUSSION

Outcomes

<i>Goal area</i>	<i>Example</i>
Goal 1: Safe and Healthy Community	Higher percentage of residents who feel safe in their neighborhoods, lower Point-in-Time (PIT) count of unsheltered individuals
Goal 2: Welcoming and Livable Community	Higher percentage of residents rating overall quality of life as good or excellent, increased satisfaction with parks and libraries, greater sense of belonging among residents
Goal 3: Strong and Diverse Economy	Increased number of new businesses started annually, higher percentage of businesses satisfied with operating in Salem, growth in local employment opportunities
Goal 4: Safe, Reliable, and Efficient Infrastructure	Higher percentage of streets and sidewalks rated in good condition, reduced infrastructure maintenance backlog
Goal 5: Natural Environment Stewardship	Improved water quality metrics, cleaner and better-maintained natural areas
Goal 6: Good Governance	Higher percentage of residents who trust City government, increased satisfaction with City communication and transparency, greater participation in public engagement opportunities



Looking ahead five years, what will success look like, and what measurable outcomes should guide our work, even if the activities to achieve them change?

Discussion Question

THANK YOU

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