

# City of Salem Strategic Plan

## A Vision for Growth and Development

### Proposed Action

#### ***Department Director Sponsor***

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Norman Wright, Community Development Department Director

#### ***Staff Lead***

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Lisa Anderson-Ogilvie

#### ***Purpose and Scope of Initiative***

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The City is growing. Projections suggest that as many as 60,000 new people will arrive in Salem by 2035. This growth will change the character and structure of the city and put new pressure on current systems and services. The growth can be something the City reacts to, meeting needs as they arise, or it can be something the City anticipates and adjusts for, leveraging every new development in a way that realizes our full potential and addresses a broad range of current needs. Such is the opportunity with this proposal: to create a cohesive vision for how growth will be accommodated in a manner that also meets the existing needs of current residents.

This effort is related directly to the Vision for Growth and Development priority area. To be effective, the vision for growth and development must directly and equally relate to the safe community, welcome and livable neighborhoods, strong and diverse economy, safe and efficient infrastructure, and natural environment stewardship service areas

#### ***Subject Experts, Business Leads, Community Partners***

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These are to be determined with the project charter. Initially, the expectation is that this effort will involve all major stakeholders from city, county, and state government as well as all major stakeholders in the business and nonprofit community and the community at-large.

#### ***Milestones, Scope, Schedule and Budget***

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##### **When did this effort get underway?**

Initial discussions on the approach for this effort began in November 2017.

##### **What milestones were achieved this quarter?**

Milestones have not been established yet. This will occur with the creation of the project plan and is dependent upon the guidance received from Council at the January 16<sup>th</sup> work session.

##### **Are there any changes needed to our approach, the scope, schedule, or budget? Why?**

No changes needed as the approach is still being developed. Our hope is to have the Council's endorsement of a proposed approach that involves five basic steps listed below. Once done, we will develop the project plan and charter and our first official step complete.

Five steps of the visioning process:

1. Developing a community profile (Where are we now?)
2. Scenario and trend analysis (Where are we going?)
3. Selection of preferred scenarios (Where do we want to be?)
4. Developing action plans, delivering policy (How do we get there?)
5. Implementation and monitoring (Are we getting there?)

**Are there other Strategic Plan initiatives expected to follow this work?**

Yes. Several items follow or run concurrently while housed within this larger project. For example, the Climate Action Plan initiative and its creation of a greenhouse gas inventory will be integrated into the visioning effort. Other initiatives will follow once the vision is near its completion. This includes the following:

1. Exploration of alternative means and methods for adaptive reuse of older buildings (as needed)
2. Updating the comprehensive plan
3. Amending development regulation
4. Creation of a climate action plan
5. Exploring the need for new urban renewal areas