

OVERVIEW

STRATEGIC PLAN COMMUNITY OPEN HOUSE | JUNE 1, 2017

SALEM'S STRATEGIC PLAN

- A citywide strategic plan describes the vision, mission and values that guide the City. It also identifies goals that will drive strategic initiatives to address weaknesses, opportunities, and/or threats. Under each goal, the plan identifies actions (planning, funding, incentives, and regulation) it will take to get there, as well as performance measures to track progress.
- The Strategic Plan articulates Council priorities for change for the coming five years. It is less specific about facilities and services that are performing well, are integral to the health of the City, and that will continue without a major shift in effort.
- It is a living document, and the Council should use it to track progress, revisit, and update on an annual basis.

Learn more!

<http://www.cityofsalem.net/Pages/salem-strategic-plan.aspx>

OUR PURPOSE

VISION:

An overarching statement that describes where we want Salem to be in the future

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

MISSION:

A statement of the City of Salem's organizational purpose in achieving the Vision

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

VALUES:

Guiding principles that articulate the manner in which the City will carry out its Mission

- **Opportunity:** Salem is proactive and forward-thinking
- **Compassion:** Salem is fair, equitable, and safe
- **Responsiveness:** Salem is at your service, with capacity and partnerships to prepare for the future
- **Accessibility:** Salem is open and inclusive

OUR ACTION PLAN FOR THE NEXT FIVE YEARS

AFFORDABLE HOUSING, SOCIAL SERVICES, AND HOMELESSNESS

Goal 1: Housing security for Salem residents

Goal 2: Accessible health and social services for Salem residents

VISION FOR GROWTH AND DEVELOPMENT

Goal 3: A comprehensive, long-term vision for growth and development in Salem

ECONOMIC VITALITY

Goal 4: A greater survival rate for small businesses, growth of existing businesses, and attraction of new businesses

Goal 5: A vibrant downtown with low commercial vacancy and quality housing

CRITICAL INFRASTRUCTURE

Goal 6: A robust and maintained infrastructure system

FISCAL SUSTAINABILITY

Goal 7: Alignment between city services and available resources

PUBLIC TRANSPORTATION

Goal 8: A public transportation system that meets community needs

ACTIONS:

Specific activities aligned to a goal that can be measured and tracked within specified timeframes.

There will be actions under each goal. Each action will include:

- **Action statement:** what is one thing the City will do to accomplish its goal?
- **Details** on how the City will accomplish this action: who does it? When do they do it? What resources do they have?
- **Performance measure:** how will the City measure progress toward that action? Data that will be collected and reviewed to track and measure progress on the activities

STRATEGIC PLAN NEXT STEPS

SUMMER 2017

Council Work Groups develop recommended actions and methods to communicate progress to the community

SEPTEMBER 19, 2017

Community Open House to report progress, take input

FALL 2017

Council considers adoption of the Strategic Plan, staff begin work on Strategic Plan priorities

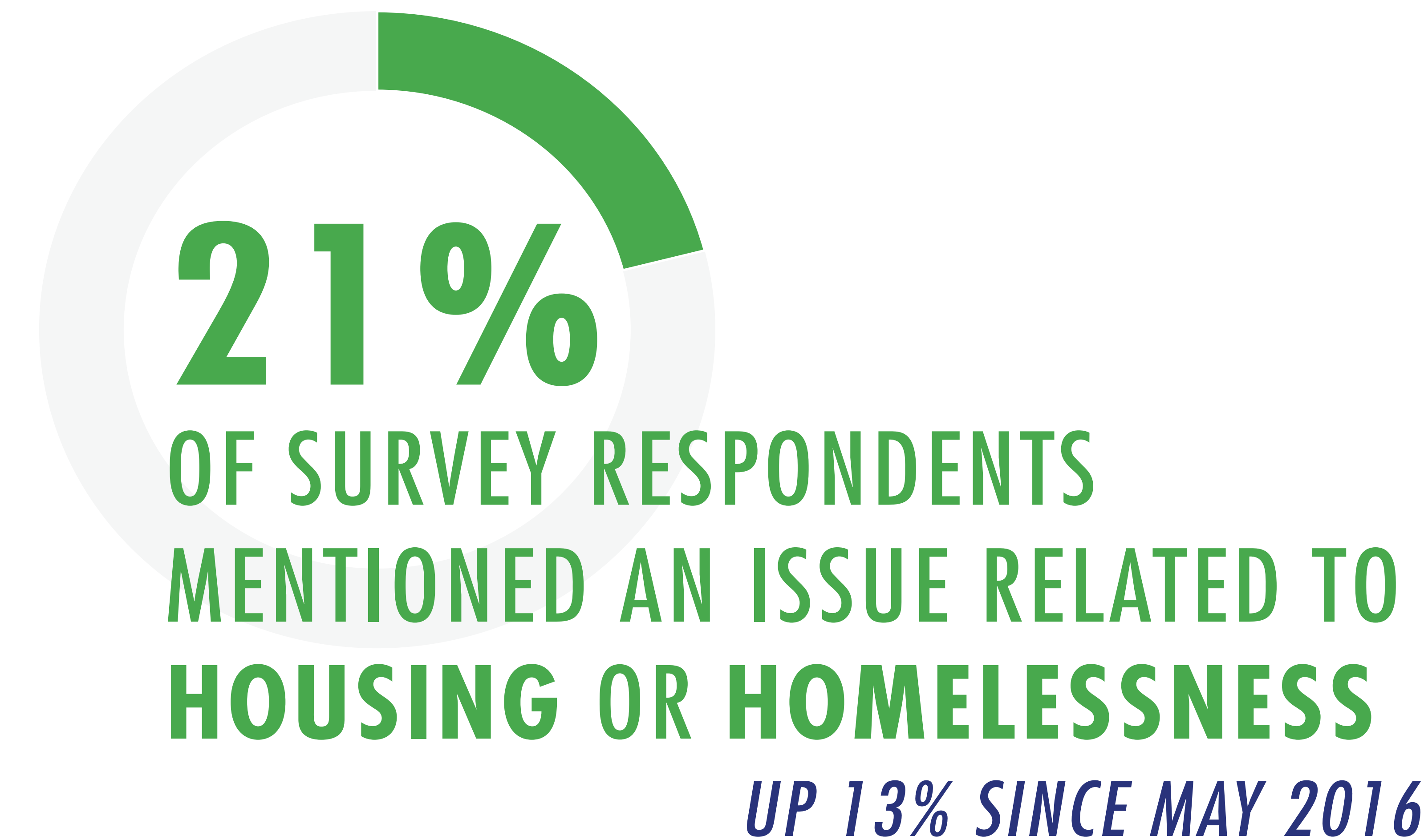
AFFORDABLE HOUSING, SOCIAL SERVICES, AND HOMELESSNESS



ISSUES

- LACK OF AFFORDABLE HOUSING
- EXTREMELY LOW VACANCY RATE
- LACK OF SHELTER BEDS
- LACK OF PERMANENT SUPPORTIVE HOUSING
- LACK OF CENTRALIZED & COORDINATED SOCIAL SERVICES

KEY FACTS



STRATEGIC PLAN GOALS

- 1** HOUSING SECURITY
FOR SALEM RESIDENTS
- 2** ACCESSIBLE HEALTH
AND SOCIAL SERVICES
FOR SALEM RESIDENTS

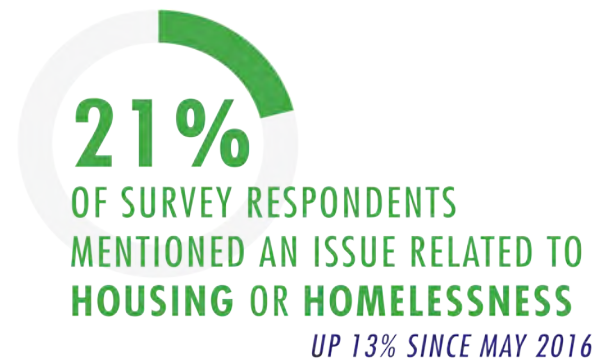
AFFORDABLE HOUSING, SOCIAL SERVICES, AND HOMELESSNESS



CONTEXT

The scale of the issues Salem faces with the extremely low vacancy rate; a high number and the vulnerable nature of our homeless population; lack of shelter beds, permanent supportive housing and affordable housing; and lack of centralized and coordinated social services and funding will require that the City develop a multipronged, strategic approach to address these inter-related issues effectively. The City can consider recommendations grouped into four categories: 1) funding/investment; 2) regulatory; 3) policy; and 4) programs.

When asked in an open-ended format in the latest community survey what issue is most important for city leaders to address, 21% of residents mentioned an issue related to housing or homelessness. This is a 13-percentage point increase since this question was asked in May 2016.



KEY FACTS

- **Over half (54%)** of Salem's households are rent-burdened, paying more than 30% of their income toward housing costs.
- Salem's housing stock is currently **missing at least 6,400 affordable units**.
- As demand for all types of rental housing continues to outpace development, the vacancy rate in Salem declines. **It is currently below 1.3%.**
- Current estimates find between **1,500 and 2,000 people experiencing homelessness** in the Salem area alone.

STRATEGIC PLAN GOAL #1:

Housing security for Salem residents

Ideas from Phase 1 Public Engagement:

- "Adopt the Housing First model"
- "Community-supported Transitional Housing (Eugene model)"
- "Lobby the State to continue general assistance program and increase benefit amount"

STRATEGIC PLAN GOAL #2:

Accessible health and social services for Salem residents

Ideas from Phase 1 Public Engagement:

- "Single service centers—Day center where homeless can be out of weather, temporary housing for homeless tied to services"
- "City to partner with Faith Community to develop a coordinated strategy on homelessness"

VISION FOR GROWTH AND DEVELOPMENT

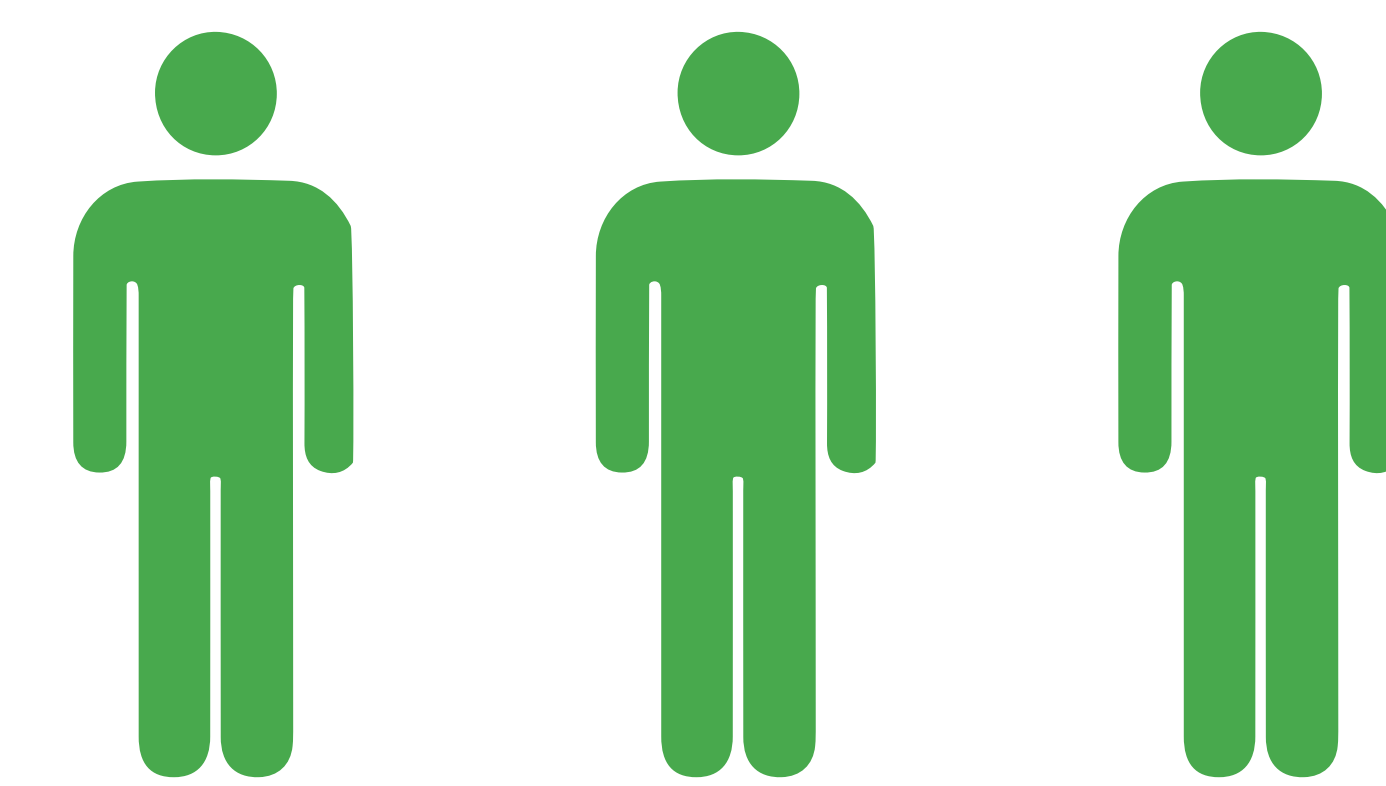


ISSUES

- EXISTING VISION IS OUT OF DATE AND HAS DISCONNECTED IDEAS FOR HOW THE CITY SHOULD GROW
- EXISTING VISION LACKS COMMUNITY AWARENESS AND BUY-IN

KEY FACTS

60,000
NEW PEOPLE
BY 2035



SALEM
NEEDS A **VISION**
TO ACCOMMODATE
PROJECTED POPULATION
& EMPLOYMENT GROWTH

STRATEGIC PLAN GOALS

3

A COMPREHENSIVE,
LONG-TERM VISION
FOR GROWTH AND
DEVELOPMENT IN
SALEM

VISION FOR GROWTH AND DEVELOPMENT



CONTEXT

Salem's existing vision for growth and development, as encompassed by the Salem Area Comprehensive Plan, is out of date and has been developed over the years in a piecemeal fashion that has resulted in disconnected ideas for how the city should grow. The existing vision also lacks awareness and ownership by the community.

KEY FACTS

- The Salem Housing Needs Analysis projects that the Salem area will add nearly **60,000 new people by 2035**.
- Salem **cannot accommodate** the projected population and employment growth without new development.
- The City does not have a **current, unified community-based vision** for how the city should grow and develop to accommodate the needs of residents and businesses now and into the future.



STRATEGIC PLAN GOAL #3:

A comprehensive, long-term vision for growth and development in Salem

Ideas from Phase 1 Public Engagement:

- "Identify the City and Residents' Core Values on Development"
- "Improve River Access and Focus"
- "Regular meetings with Development Community and City Staff"
- "Prioritize Sidewalks and Parks"
- "Broader Civic Participation"

ECONOMIC VITALITY

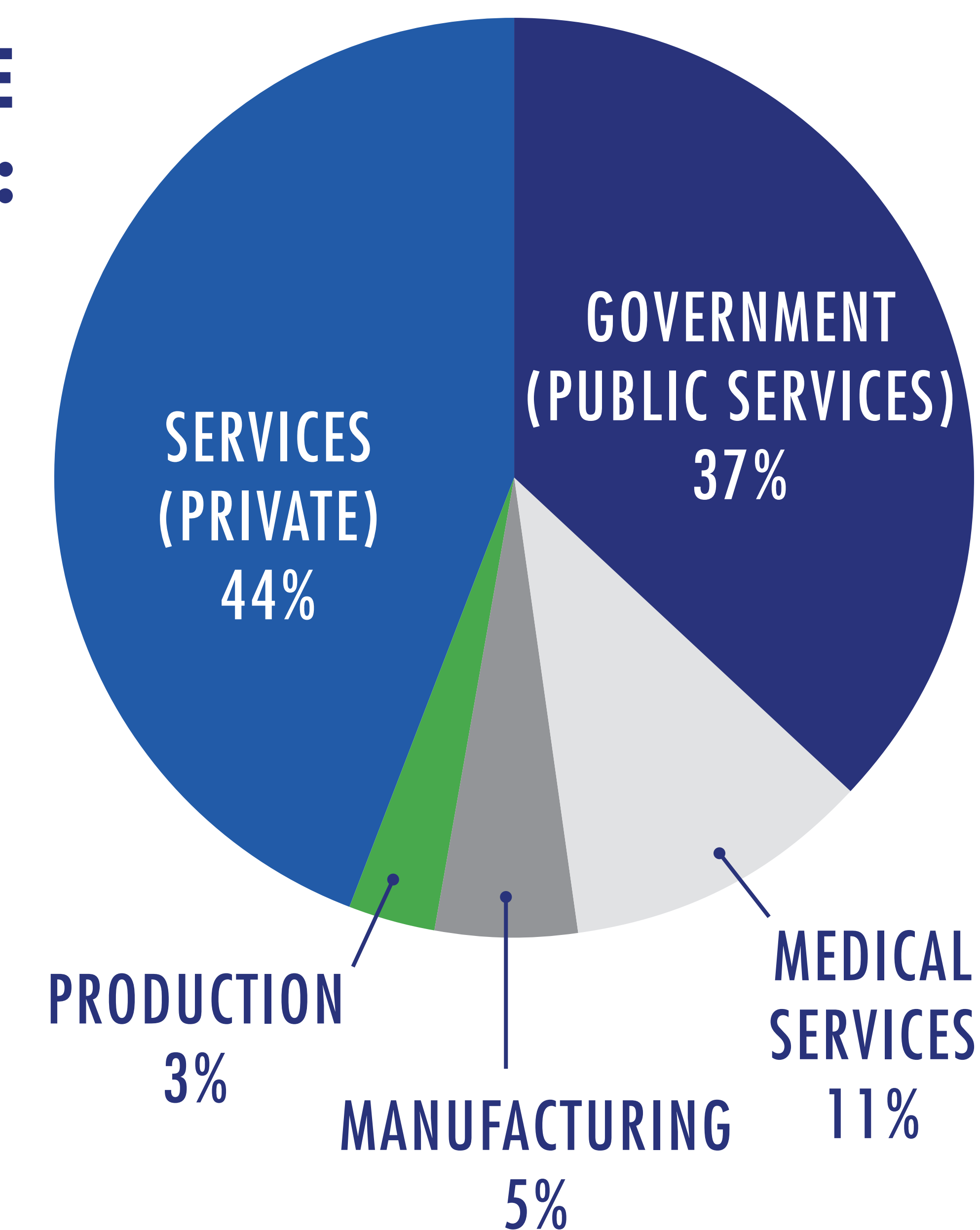


ISSUES

- NEED FOR ADDITIONAL FOCUSED ATTENTION ON ECONOMIC DEVELOPMENT ISSUES
- DISSATISFACTION WITH JOB OPPORTUNITIES AND CITY SUPPORT OF LOCAL BUSINESSES

KEY FACTS

WORKFORCE
COMPOSITION:



STRATEGIC PLAN GOALS

- 4 A GREATER SURVIVAL RATE FOR SMALL BUSINESSES, GROWTH OF EXISTING BUSINESSES, AND ATTRACTION OF NEW BUSINESSES
- 5 A VIBRANT DOWNTOWN WITH LOW COMMERCIAL VACANCY AND QUALITY HOUSING

ECONOMIC VITALITY

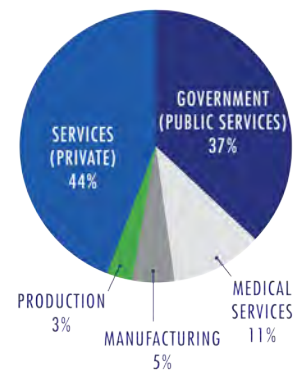


CONTEXT

Growth in business investment, jobs, and wages, are necessary to improve economic vibrancy and livability in the City. The rate of employment growth in Salem will depend, in part, on the rate of employment growth in Oregon and the nation. Salem's comparative advantages, especially the city's location, access to transportation, and supply of development-ready employment land, make Salem attractive to companies who want to grow, expand, or locate in the Willamette Valley.

The City provides direct resources to support a broad and diverse spectrum of economic activity. The Historic Downtown is one of Salem's competitive advantages and adds to the livability of our community. The City has made substantial progress on the revitalization of the downtown core, but residents believe there is more progress to be made in establishing the downtown as a vibrant destination.

WORKFORCE COMPOSITION:



KEY FACTS

- Employment is **concentrated in a few sectors**: Government (primarily state government), Health Care and Social Assistance, Accommodations and Food Services, and Retail Trade. Growing and diversifying the economic base of Salem makes its economy stronger and more resilient.
- Salem's manufacturing employment is concentrated in Food Processing, Computer and Electronic Products, Fabricated Metal Products, and other manufacturing. Traded-sector services in Salem are primarily in Professional Services and Administrative Support Services (e.g., call centers). **Opportunities for growth** of traded-sector employment include manufacturing of: technology (e.g., renewables or avionics), equipment, specialty metals, specialty food processing, and chemical manufacturing.
- Businesses with fewer than 100 employees account for roughly 71% of private employment in Salem (businesses with fewer than 9 employees account for 20% of private employment). Growth of small businesses presents opportunities for economic growth in Salem.
- To activate the area outside of business hours, Downtown requires **additional investment in residential development**. There is an adequate supply of commercial space, but some buildings need renovation.

STRATEGIC PLAN GOAL #4:

A greater survival rate for small businesses, growth of existing businesses, and attraction of new businesses

Ideas from Phase 1 Public Engagement:

- "Promote small business incubators, start-ups"
- "Invest in digital infrastructure (faster internet)"
- "Allow small businesses (restaurants) within neighborhoods. Make them walkable."
- "City should partner and coordinate with existing marketing/business groups"

STRATEGIC PLAN GOAL #5:

A vibrant downtown with low commercial vacancy and quality housing

Ideas from Phase 1 Public Engagement:

- "Need a more flexible downtown design"
- "Improve access and streetscape downtown for pedestrians and cyclists"
- "Free municipal wifi downtown"
- "Public restrooms"

CRITICAL INFRASTRUCTURE



ISSUES

- THE CITY IS “CATCHING UP” ON THE BACKLOG OF INFRASTRUCTURE MAINTENANCE AND REPAIRS THAT WERE POSTPONED DURING THE RECESSION
- DELAYED REPAIRS AND MAINTENANCE HAVE INCREASED THE TOTAL COST OF OWNERSHIP FOR CITY

KEY FACTS

THE CITY HAS
DEFERRED MAINTENANCE
AND
MANY CRITICAL PROJECTS
**ARE NOT YET
FUNDED**



STRATEGIC PLAN GOALS

- 6** A ROBUST AND MAINTAINED
INFRASTRUCTURE SYSTEM

CRITICAL INFRASTRUCTURE



CONTEXT

The city of Salem has a serious infrastructure problem. Infrastructure refers to the tools, equipment, buildings, land, and machinery that City employees use to produce services and products for residents. To hold the budget line during the recession, the City reduced its infrastructure repairs and maintenance. “Catching up” on the backlog of infrastructure repair and maintenance is a difficult task for which the City has not allocated sufficient resources.

Delaying necessary repairs and maintenance increases the total cost of ownership for the City. First, the costs are cumulative so the cost of foregone work in one year is added to the cost of work the following year. Year-over-year cost increases make delayed work more expensive in subsequent years. Second, too much delayed maintenance can result in repairs that are more expensive than the original maintenance. Third, poorly functioning infrastructure is less productive.

KEY FACTS

- The City of Salem owns and operates a vast and valuable network of infrastructure such as buildings, streets, pipes, dams, properties, parking garages, recreation facilities, runways and taxiways, equipment, and trees.
- Well-maintained and operated infrastructure is critical to providing efficient services, the economic vitality, and quality of life in our community.
- Some funds are dedicated to operation and maintenance of its infrastructure, yet the City has deferred maintenance on critical infrastructure
- A large number of critical infrastructure projects are known, most are listed in the City’s Infrastructure Master Plans, but are not yet funded.



STRATEGIC PLAN GOAL #6:

A robust and maintained infrastructure system

Ideas from Phase 1 Public Engagement:

- “Repairs and upgrades for wastewater and drinking water infrastructure”
- “Prioritize long-term infrastructure planning”
- “Utilize volunteer help to improve sidewalks”

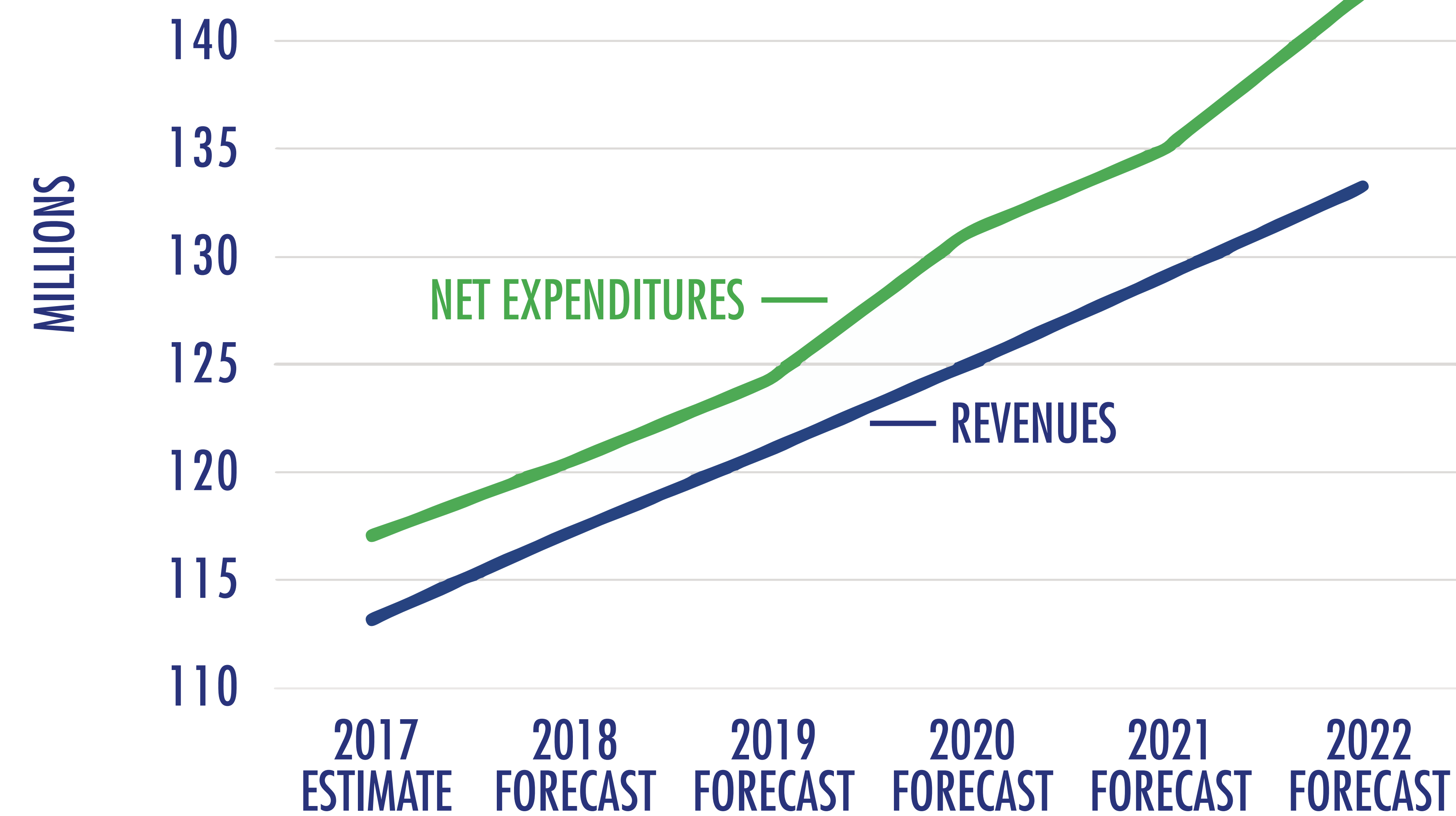
FISCAL SUSTAINABILITY



ISSUES

- THE CITY'S GENERAL FUND HAS AN IMBALANCE BETWEEN REVENUES AND EXPENDITURES
- THE CITY MUST IDENTIFY PRIORITY SERVICES

KEY FACTS



STRATEGIC PLAN GOALS

- 7** ALIGNMENT BETWEEN CITY SERVICES AND AVAILABLE RESOURCES

FISCAL SUSTAINABILITY

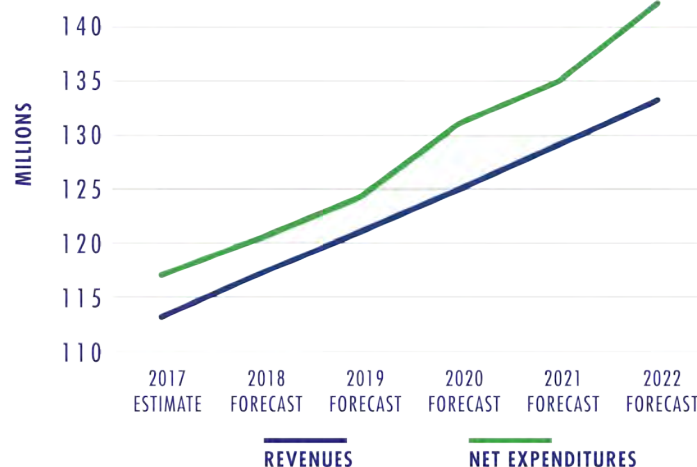


CONTEXT

The City's General Fund has a structural imbalance between revenues and expenditures, impeding the City's ability to sustain current or new services. To sustain its services to the community, the City must identify the services, levels of services, ways to fund, or reduce the costs required, to provide those services. To achieve fiscal sustainability may require tradeoffs, reduced programs, or new or increasing revenue sources.

KEY FACTS

- Oregon municipalities rely heavily on property taxes as the primary source of income
- Constitutional amendments passed by voters in the early 1990's **reduced taxable values and limited tax rate growth**
- As the state capital and home to a number of other governmental, educational and non-profit institutions, **Salem's revenue is further constrained** by the number of properties exempt from taxes
- Public employee pension obligations continue to grow as does the cost of wages and benefits paid to those who provide City services.



STRATEGIC PLAN GOAL #7:

Alignment between city services and available resources

Ideas from Phase 1 Public Engagement:

- "Develop a Sustainable Finance plan with resident input"
- "Institute a Participatory budgeting process"

PUBLIC TRANSPORTATION



ISSUES

- TRANSIT SERVICE DOES NOT MEET THE NEEDS OF THE COMMUNITY; PARTICULARLY THE LACK OF WEEKEND SERVICE

KEY FACTS

TOP CONCERN FOR MANY:
ABSENCE OF NIGHT AND WEEKEND
PUBLIC TRANSPORTATION SERVICE



CHERRIOTS HAS BEEN
UNABLE TO FUND
NIGHT AND WEEKEND SERVICE
SINCE 2009

STRATEGIC PLAN GOALS

- 8** A PUBLIC TRANSPORTATION
SYSTEM THAT MEETS
COMMUNITY NEEDS

PUBLIC TRANSPORTATION



CONTEXT

Transit service in Salem does not meet the needs of the community; particularly the lack of weekend service.

While the City strongly supports transit service through adopted policies, the City does not operate public transit. The Salem-Keizer Transit District (Cherriots), formed in 1979, provides transit and paratransit service to the Salem-Keizer area and Marion and Polk counties. Cherriots is a separate government entity with its own elected Board of Directors and taxing authority. The City does play a role in the success of public transportation since buses operate on City streets; people get to and from transit by way of sidewalks, and the City regulates where and how land develops.

TOP CONCERN FOR MANY:
**ABSENCE OF NIGHT AND WEEKEND
PUBLIC TRANSPORTATION SERVICE**



CHERRIOTS HAS BEEN
UNABLE TO FUND
NIGHT AND WEEKEND SERVICE
SINCE 2009

KEY FACTS

- Engagement for the Strategic Plan identified the **absence of night and weekend public transportation service** as a top concern for many Salem residents.
- Cherriots has been **unable to fund** night and weekend services since 2009.
- The Oregon State Legislature is considering a **statewide funding measure to support transit operations**.

STRATEGIC PLAN GOAL #8:

A public transportation system that meets community needs

Ideas from Phase 1 Public Engagement:

- "Emphasize as first-priority in transportation: multi-modal (transit, peds, bikes.)"
- "City should find a way to financially support transit- could be in number of ways"
- "Invest in specialized staff to design and promote active transportation options"
- "Create a ride-share system to public events, hearings etc."

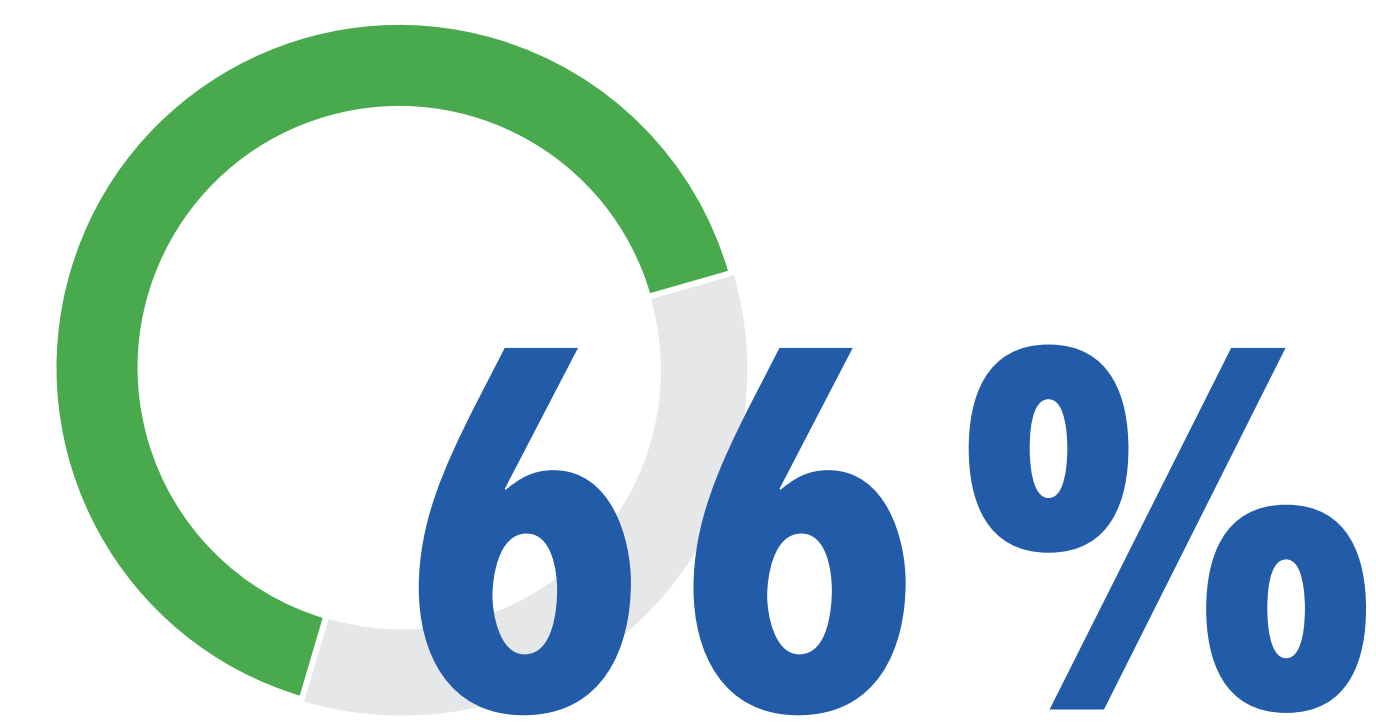
AT YOUR SERVICE



CITY SERVICES

- Affordable Housing
- Arts & Culture
- Code Enforcement
- Jobs & Economy
- Library
- Municipal Court
- Natural Environment
- Parks & Recreation
- Parking Management
- Planning & Development
- Public Safety (Police & Fire)
- Street Lighting
- Streets, Sidewalks & Bridges
- Water, Sewer & Stormwater

KEY FACTS



**OF SURVEY RESPONDENTS
SAY THE CITY IS HEADED IN
THE RIGHT DIRECTION**



**OF SURVEY RESPONDENTS
ARE SATISFIED WITH
CITY SERVICES OVERALL**

STRATEGIC PLAN

The Strategic Plan articulates Council priorities for change for the coming five years. It is less specific about facilities and services that are performing well, are integral to the health of the City, and that will continue without a major shift in effort.

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