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Title: Salem Strategic Plan

Ward(s): All Wards
 Councilor(s): All Councilors
 Neighborhood(s): All Neighborhoods

Sponsors:

Indexes:

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Attachments: 1. Attachment 1 June 1 Open House Materials, 2. Attachment 2 Open House Summary, 3. Attachment 3 Salem Activities Natural Resources and the Environment, 4. Attachment 4 Salem Activities Age-Friendly, 5. Attachment 5 Written Testimony Schepcke

Date	Ver.	Action By	Action	Result
6/26/2017	1	City Council	approved	Pass

TO: Mayor and City Council

FROM: Steve Powers, City Manager

SUBJECT:

Salem Strategic Plan

Ward(s): All Wards
 Councilor(s): All Councilors
 Neighborhood(s): All Neighborhoods

ISSUE:

Progress report for the Salem Strategic Plan

RECOMMENDATION:

Information only.

May and June Progress

Work Groups reported on their progress at a May 6 City Council Work Session and received consensus on the recommended goals for each issue area. Background information and the goals were shared at the June 1 community open house (Attachment 1).

Approximately 300 people participated in the June 1 Community Open House. Ideas generated from the community at the January 30 Open House event were incorporated into the community input stations around the room. In all, more than 750 ideas and suggestions were received for actions the City could or should take in the next three to five years (Attachment 2). Over the summer, Council Work Groups will be considering the input and developing the Strategic Plan. All Work Groups meetings are open to the public and will be posted on the City's webpage.

At the May 6, 2017 City Council Work Session, Council directed staff to consider how and whether to include two new areas of focus in the Strategic Plan: (1) a focus on climate protection or an action plan to protect the environment; (2) activities to ensure the City is child-friendly and age-friendly.

Natural Resources and the Environment. In cities across Oregon, activities that protect the environment and natural resources appear in a variety of ways. For example, the City of Beaverton has a Sustainability Strategy. Eugene has a Climate Action Plan. Components of these plans are similar and focus on measuring the impact of city operations, services, and infrastructure (such as transportation, pathways, and walkable neighborhoods), development (such as land use patterns), water, energy, waste, and urban nature. Many City activities protecting our environment, drinking water, flooding, stormwater, and wastewater treatment are the subject of state or federal laws to which the City must comply and may be incorporated into local regulations. Based on the input from the December 2016 residential satisfaction survey, more than 77% of residents reported to be "very satisfied" or "somewhat satisfied" with the City's efforts to protect Salem's natural environment.

Age-Friendly City. Child-friendly and age-friendly cities are concepts designed to ensure younger and older residents are provided equal access to government services. Child-friendly cities ensure youth have access to drink safe water, have access to proper sanitation, can walk safely in the city, have places to meet and play, can express their opinions about the city they experience and envision, can participate in cultural and social events, and can contribute to decisions about their city. The World Health Organization age-friendly cities concept suggests age-friendly cities are those that ensure older populations have access to outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community and health services. Many city activities protecting access to facilities and outdoor spaces for our older population are the subject of federal and state regulations, while others are transferred to building and property owners in our community through zoning, land use, and building codes.

Salem Activities. Salem has undertaken numerous efforts to address climate and access issues. These efforts have been documented in the City's EarthWise certification of all buildings and facilities, the City's Sustainability Action Plan, and the community's commitment to fund improved sidewalk and bicycle infrastructure throughout the transportation system. These efforts have been undertaken to augment the daily work that supports the community and the environment.

Staff has developed a set of activities, addressing these two areas, for which the City is already responsible, as a municipal corporation in its day-to-day operations and as a regulatory body for our local community (Attachment 3, Attachment 4). Staff reports on these activities throughout the year in a variety of formats.

Relationship to Strategic Plan. As currently articulated, the issues of protecting the environment and ensuring the city is age-friendly appear in the mission, vision, and values developed by the Council. As the Work Groups develop recommended actions, they will be considering how the

proposed actions contribute to or help Salem move toward the future described in the vision statement, achieve its mission, and align with the principles articulated in the value statements.

It is likely that these issues will become a focus in three of the City Council Work Groups: the vision for growth and development, critical infrastructure, and sustainable service delivery. For example, as the vision for growth and development is articulated for Salem's built environment, there may be an intent to locate density in proximity to services to reduce driving trips.

Beyond activities currently underway, pursuing either of these issues further may be constrained by practical limitations such as statutory authority, staffing capacity or expertise, financial capacity of the organization, or public reaction to additional regulation.

PREVIOUS PROGRESS

Based on input received to-date, outlined in the Situation Assessment, the City Council identified six priority topics for Council Work Groups to discuss with the community. All Work Groups met in April to define the scope of the issue, desired outcome, and ideas for actions the City may take to address challenges and opportunities facing the City. Meetings were publicly noticed and comments were taken. Work Groups met on the following topics:

- *Vision for Growth and Development* Council Work Group includes Councilors McCoid, Cook, Lewis, and Nanke. Lisa Anderson-Ogilvie, Interim Community Development Director, serves as the lead staff person.
- *Affordable Housing, Social Services, Homelessness* Council Work Group includes Councilors McCoid, Andersen and Cook. Andy Wilch, Housing Administrator, serves as the lead staff person.
- *Economic Development and Downtown* Council Work Group includes Mayor Bennett and Councilors Nanke, Hoy and Kaser. Kristin Retherford, Urban Development Department Director, serves as the lead staff person.
- *Critical Infrastructure* Council Work Group includes Councilors Ausec, Lewis, Nanke and Kaser. Peter Fernandez, Public Works Director serves as the lead staff person.
- *Sustainable Service Delivery* Council Work Group includes Councilors McCoid, Andersen, Ausec and Cook. Kacey Duncan, Deputy City Manager, serves as the lead staff person.
- *Public Transportation* Council Work Group includes Mayor Bennett and Councilors Kaser, Lewis, Hoy. Julie Warncke, Transportation Planning Manager, serves as the lead staff person.

The Situation Assessment includes existing data and performance measures for City services; economic and demographic trends; results of a statistically valid survey to assess resident satisfaction with City services; interviews with community members and civic partners, Mayor and Councilors, and department heads; and input from employees.

In the March 6, 2017 Work Session, City Council reached consensus on mission, vision and values statements for the organization.

Vision

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

Mission

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

Values

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

Next Steps

City Council will continue to develop a draft Strategic Plan over the summer in their Work Groups, in preparation for an early September Council Work Session and the September 19 Community Open House.

Courtney Knox Busch
Strategic Initiatives Manager

Attachments:

1. June 1 Open House materials
2. June 1, 2017 Open House Summary Report
3. Salem Activities - Natural Resources and the Environment
4. Salem Activities - Age-Friendly Cities
5. Written Testimony - Schepke