

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.



GOALS AND ACTIONS



Vision for Growth and Development

Develop a comprehensive, long-term vision for future growth and development in Salem that has community participation.

Conduct citywide visioning process to determine the community's goals and priorities for future growth and development.

Update the Salem Area Comprehensive Plan with the results of the visioning.

Affordable Housing, Homelessness and Social Services

- Implement a Housing First strategy to provide housing security for Salem residents.

- Accessible health and social services for Salem residents.

Create a sustainable, substantive funding stream for development of affordable housing.

Enhance neighborhood livability and resident engagement through thoughtful site selection and design

for new affordable housing: prioritize access to transit, proximity to services, and the creation of a sense of community.

Maximize resources for and coordination of local social services and align Salem's existing social service funding with strategic initiatives.

Continue funding a program for rental assistance for homeless people.

Partner to establish a sobering and recovery center.



GOALS AND ACTIONS

Economic Development and Vibrant Downtown

- A greater survival rate for small businesses, growth of existing businesses, and attraction of new businesses.
- A vibrant downtown with low commercial vacancy, improved public amenities and high-quality housing that meets the needs of residents of all ages and incomes.

Explore start-up and entrepreneurial support programs, including shared workspace, incubators, maker-space, collaboration hubs, food hubs, and commercial kitchens.

Develop an airport business plan.

Explore the possibility of bringing City-provided high-speed internet to Salem.

Explore the need for and feasibility of possible new urban renewal areas on State Street, Silverton Road, and the North Waterfront areas.

Increase the use of grants to seismically retrofit downtown buildings.

Study the feasibility of a downtown Entertainment District.

Develop options for programming and improvements to revitalize Marion Square Park.

Research fees and penalties for long-term retail vacancies downtown.

Explore alternative means and methods for adaptive re-use of older buildings in downtown.

Critical Infrastructure

Simplify and streamline the City's infrastructure and master planning to better align City Council and community goals for the development and maintenance of a robust infrastructure system.

Develop a robust City asset management program that:

Assesses infrastructure conditions and develops criteria for infrastructure maintenance.

Develops a budget process that identifies maintenance activities.

Develop a general obligation bonding strategy that includes public involvement in its development.

Sustainable Services

Align City services and available resources and maintain fund balance for the future.

Redesign the City's budget process to incorporate the strategic plan and annual work plan as the driver of budget priorities and resource allocation.

Define Salem's core services and identify the desired level of service the City can provide as a full-service city and the associated costs.

Explore new, additional revenue sources and review potential adjustments to fees for General Fund services to close the gap between the cost of services to be provided and available current revenues to support those services.

Explore the financial, legal, and operational feasibility of alternative methods of service delivery, such as contracting for and consolidation of services, and the creation of a service district within compression limitations.

Identify service areas where independent, programmatic audits may identify cost-saving opportunities.

Public Transportation

A public transportation system that meets community needs.

Update intergovernmental agreement between City and Cherriots to address how Transit operates in City right-of-way.

Establish Transit Committee to advise Council on the diverse needs of the community.

Review development regulations that impact the ability of transit to provide effective service.

Environmental Action

Prepare a community-wide environmental strategy.

Develop a Climate Action Plan that prioritizes reductions of greenhouse gas emissions in collaboration with our local utilities, State Agencies, and educational institutions.

Inventory community impact on the environment, to include greenhouse gas inventory.