

Safe Streets for All Action Plan Advisory Committee

AGENDA – April 27, 2026 ♦ 2:30pm

Hybrid Meeting: Virtual via Zoom ♦ Livestream: [YouTube](#)

AGENDA

1. Introductions

Welcome from City of Salem

Public Comment

Introductions of committee members and project teams

2. Project Overview

Overview of the Safe Streets for All Action Plan

Committee roles and expectations

Summary of past and related safety efforts

3. Brainstorming Vision, Mission, and Goals

Role of Vision, Mission, and Goals in guiding the project

Example statements

Brainstorming and ideas

4. Next Steps

Summary of feedback

How will today's input be used

Upcoming project milestones

5. Adjournment

This meeting is being conducted with a virtual component, with in-person attendance by the governing body. Interested persons may view the meeting live-streamed online on [YouTube](#) or attend the meeting virtually or in person. To provide Public Comment on items on the agenda please arrive by 2:30pm or email hdentinger@cityofsalem.net by 1:00pm the day of the meeting, so your comments may be included. To provide Public Comment for items not on the agenda, please email comments or questions to hdentinger@cityofsalem.net at least one day in advance of the meeting. Special accommodations are available, upon request, for persons with disabilities or those needing sign language interpretation, or languages other than English. To request accommodations or services, please call 503-540-2371 (711 for Relay) at least two business days in advance. It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, source of income and housing status, as provided by Salem Revised Code 97. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990, and related statutes and regulations, in all programs and activities.



TASK 2.1 – VISION, MISSION, AND GOALS: DRAFT

DATE: April 20, 2026

TO: Hayden Dentinger | City of Salem

Julie Hanson | City of Salem

FROM: Lacy Brown | DKS Associates

Anthony Gamallo | DKS Associates

SUBJECT: Salem Safe Streets for All Action Plan

Project #24814-000

INTRODUCTION

The City of Salem is developing a Safe Streets for All program to eliminate traffic fatalities and serious injuries on city streets. Establishing a clear vision, mission, and set of goals is the first key step in this effort. These elements will guide future safety analyses, policy development, infrastructure investments, and implementation strategies.

The goal to eliminate traffic fatalities and serious injuries is often referred to as “Vision Zero” – envisioning a future with zero deaths and serious injuries. More broadly, the term “Vision Zero” refers to a transformative approach to traffic safety that prioritizes the preservation of human life above all other transportation system objectives. Originating in Sweden in the late 1990s, the Vision Zero philosophy has since been adopted by hundreds of cities and regions around the world. At its core, Vision Zero acknowledges that traffic deaths and serious injuries are preventable and unacceptable, and that transportation systems must be designed to account for human error and vulnerability.

This memorandum presents draft Vision, Mission, and Goals to guide Salem’s Safe Streets for All Action Plan. These elements will provide the strategic foundation for the plan and support coordinated action across city departments, partner agencies, and community stakeholders.

THE SAFE SYSTEM APPROACH

Zero is our goal. A Safe System is how we get there.

SAFE SYSTEM APPROACH PRINCIPLES

In alignment with the international Vision Zero philosophy, the US DOT established the Safe System Approach, which recognizes that transportation systems must be designed to anticipate and accommodate human error. The adoption of the Safe System Approach represents a shift from traditional traffic safety approaches that focused primarily on driver behavior and individual responsibility.

The Safe System Approach is built upon five core principles.

- 1. Traffic deaths and serious injuries are unacceptable.**
Human life and health are prioritized above mobility and speed.
- 2. Humans make mistakes.**
Even careful road users will sometimes make errors. Transportation systems should be designed so that these mistakes do not result in severe injury or death.
- 3. Humans are physically vulnerable.**
The human body can only tolerate limited crash forces. Safe transportation systems must account for these limits.
- 4. Responsibility is shared.**
Safety is a shared responsibility among roadway designers, policymakers, vehicle manufacturers, enforcement agencies, and road users.
- 5. Safety is proactive.**
Rather than waiting for crashes to occur, Vision Zero emphasizes identifying risk factors and redesigning systems to prevent severe crashes.

These principles form the basis of the Safe System approach, which organizes safety strategies into key elements known as the Safe System Approach:

- Safe roads
- Safe speeds
- Safe road users
- Safe vehicles
- Post-crash care

Each element works together to reduce both the likelihood and severity of crashes.

The Safe System Approach promotes proactive, system-level strategies that reduce risk across the transportation network. Rather than reacting to individual crashes, it focuses on identifying and addressing underlying risk factors before severe crashes occur, such as high speeds and unsafe roadway design. This includes designing streets that encourage safer travel speeds, prioritizing improvements on high-risk corridors, and using data to guide investments. By applying this framework, Salem can move toward a coordinated and resilient transportation system that supports safe mobility for all users and works toward the elimination of traffic fatalities and serious injuries.

SAFE STREETS AND ROADS FOR ALL (SS4A) REQUIREMENTS

The development of this Safe Streets for All Action Plan is funded through a Safe Streets and Roads for All (SS4A) grant from the USDOT. The SS4A program outlines eight required components of safety action plans, the first of which is specific to establishing a goal to eliminate fatalities and serious injuries.

"1. Leadership commitment and goal setting is an official public commitment (e.g., resolution, policy, ordinance) by a high-ranking official and/or governing body (e.g., mayor, city council, Tribal council, metropolitan planning organization [MPO] policy board) to an eventual goal of zero roadway fatalities and serious injuries.

The commitment must include a goal and timeline for eliminating roadway fatalities and serious injuries achieved through one, or both, of the following:

1. The target date for achieving zero roadway fatalities and serious injuries, or
2. A percentage reduction of roadway fatalities and serious injuries by a specific date with an eventual goal of eliminating roadway fatalities and serious injuries."

VISION, MISSION, AND GOALS

VISION STATEMENT

A Vision Statement describes the long-term desired future outcome. For transportation safety planning, this typically reflects the Vision Zero goal of eliminating fatalities and serious injuries.

POTENTIAL VISION STATEMENT

Salem believes that everyone deserves to get home safely every day. We envision a transportation system that is safe and accessible for all people, regardless of age, ability, income, or mode of travel, where no one is killed or seriously injured.

This Vision Statement aligns with Safe System Approach and SS4A principles by emphasizing:

- The elimination of severe traffic injuries
- Safe mobility for all users
- Equity and accessibility
- Multimodal transportation

MISSION STATEMENT

The Mission Statement defines how the City will achieve its vision.

POTENTIAL MISSION STATEMENT

The City of Salem will eliminate traffic fatalities and serious injuries through data-driven decision-making, equitable investments, safe street design, speed management, strong partnerships, and building a culture of traffic safety in our community.

The above proposed Mission Statement reflects key Safe System approach principles as the foundation of the City's Safe Streets for All Action Plan.

GOAL STATEMENTS

The goals below are potential goals that can guide the City's Safe Streets for All program. To meet SS4A requirements, at least one goal statement must include a Zero Goal and timeline.

GOAL 1: ELIMINATE TRAFFIC FATALITIES AND SERIOUS INJURIES ON CITY STREETS BY 2050.

The primary goal of Salem's Safe Streets for All program is to eliminate fatal and serious injury crashes. Achieving this goal requires addressing both the number and severity of crashes that occur within the City of Salem. Potential strategies include:

- Implementing systemic multimodal safety treatments that address both crash risks and reported crashes
- Identifying opportunities to support traffic safety education, enforcement, emergency response, and post-crash care
- Prioritizing safety within existing City processes and policies
- Using community and inter-agency partnerships to build a stronger traffic safety culture

GOAL 2: DESIGN AND MAINTAIN SAFE STREETS

Street design plays a critical role in influencing road user behavior and crash outcomes. This goal focuses on designing streets that encourage safe speeds, separate users in space and time, and reduce crash severity. Strategies may include:

- Traffic calming and roadway reconfiguration
- Improved pedestrian crossings and visibility
- Protected bicycle infrastructure
- Intersection safety improvements

Safe street design helps create a transportation system that supports safe travel for all users.

GOAL 3: IMPLEMENT CONTEXT-APPROPRIATE SPEED MANAGEMENT

Vehicle speed is one of the most significant factors affecting crash severity. Higher speeds dramatically increase the likelihood that a crash will result in serious injury or death. Managing speeds is therefore a central component of Vision Zero. Potential strategies include:

- Lowering speed limits where appropriate
- Implementing traffic calming measures
- Designing streets that encourage slower driving speeds
- Supporting targeted enforcement strategies

Reducing speeds improves safety for all users, particularly pedestrians and bicyclists.

GOAL 4: PRIORITIZE FAIRNESS IN TRANSPORTATION SAFETY

Transportation safety risks are not evenly distributed across communities. National research shows that lower-income neighborhoods and communities of color often experience higher crash risks due to historic infrastructure and investment patterns. The City’s equity-centered Vision Zero program seeks to:

- Prioritize safety improvements in underserved communities
- Improve safe access to transit, schools, and community destinations
- Ensure community voices are reflected in safety decisions
- Evaluate potential unintended impacts of safety strategies

Prioritizing equity ensures that safety improvements benefit all residents of Salem.

GOAL 5: USE DATA TO GUIDE SAFETY INVESTMENTS

Data-driven decision making is essential to identifying safety problems and prioritizing effective solutions. Key strategies supporting this goal include:

- Analyzing crash data and public feedback to identify high-risk corridors and intersections
- Identifying patterns and risk factors contributing to severe crashes
- Investing in proven safety countermeasures that crash risks
- Tracking safety trends over time
- Evaluating the effectiveness of safety improvements

Using data allows the City to allocate resources efficiently and maximize safety outcomes.

GOAL 6: STRENGTHEN PARTNERSHIPS AND COMMUNITY ENGAGEMENT

Vision Zero programs rely on collaboration across agencies and community stakeholders. Potential partners include:

- Transportation and public works agencies
- Law enforcement and emergency services
- Public health organizations
- Schools and educational institutions
- Advocacy groups and community organizations

Community engagement is critical for identifying safety concerns, building public support, and ensuring that solutions reflect local needs.

GOAL 7: FOSTER A CULTURE OF SAFETY

Achieving Vision Zero requires a long-term cultural shift that prioritizes safety in transportation decision making. This includes:

- Public education campaigns
- Safety awareness initiatives
- Integration of safety considerations into transportation planning and design
- Continued community partnerships

A culture of safety supports lasting improvements to transportation safety outcomes.

DRAFT

TIMELINE FOR ELIMINATING TRAFFIC FATALITIES AND SERIOUS INJURIES

Vision Zero represents a long-term commitment to improving transportation safety. Many cities have adopted timelines ranging from 10 to 30 years for achieving the goal of eliminating traffic fatalities and serious injuries. The following timeline is proposed for Salem's Safe Streets for All Action Plan.

NEAR-TERM (0–5 YEARS)

- Identify high-risk corridors and intersections
- Implement quick-build safety improvements
- Launch public education and outreach efforts
- Begin systemic safety programs

MEDIUM-TERM (5–15 YEARS)

- Complete major safety upgrades on high-risk corridors
- Expand traffic calming and speed management strategies
- Improve pedestrian and bicycle safety infrastructure citywide
- Adjust community education and outreach efforts to reflect current safety trends
- Achieve measurable reductions in fatal and serious injury crashes

LONG-TERM (15–20 YEARS)

- Continue system-wide safety improvements
- Continue community education and outreach efforts
- Maintain proactive safety monitoring and evaluation
- Achieve the Vision Zero goal of eliminating traffic fatalities and serious injuries

Achieving Vision Zero will require sustained investment, coordination across agencies, and ongoing community engagement.

NEXT STEPS

- Collaborate with Safe Streets for All Action Plan Advisory Committee and Project Management Team to develop meaningful Vision, Mission, and Goal statements.
- Share Vision, Mission, and Goal statements on project website and at community engagement events
- Incorporate Goal statements into future phases of plan development, including project prioritization criteria