

## Council Goals

July 2011 through June 2013

### ECONOMIC DEVELOPMENT

**Goal:** *Initiate and pursue economic development strategies and appropriate funding for strategies that place emphasis on attracting and retaining jobs, including non-traded sector jobs, and strengthen the economic prosperity for Salem residents and businesses.*

**Strategies to Include:**

- Implement an Economic Development Strategic Plan that focuses on the role of the City and other partners to create jobs and spur economic recovery. Take ownership for the economic development actions of the City, including City funding for SEDCOR, Urban Development and Urban Renewal Areas.
- Attract higher density professional employment (300 person or more) to the downtown area.
- Complete the Airport Master Plan to establish the vision and blueprint for the Airport for the next 20 years. Proceed with the analysis and documentation to obtain required approvals to expand the existing runway from 5,800 to 7,000 feet in accordance with the Master Plan.
- Attract companies to the Mill Creek Corporate Center and the Salem Renewable Energy and Technology Park and aggressively market both sites.

### GENERAL FUND BUDGET STABILITY

**Goal:** *Develop a multi-year financial plan for the General Fund that balances expected current revenue with desired services, service levels and asset management needs while maintaining a beginning fund balance consistent with Council's financial policy; analyze future service and capital initiatives against the financial plan.*

**Strategies to Include:**

- Establish a desired beginning fund balance for the upcoming fiscal year, after the financial forecast report.

### ASSET MANAGEMENT

**Goal:** *Maintain existing assets and facilities, including addressing the seismic stability of the Civic Center and a future Police facility, and continue progress on a City asset management strategy.*

**Strategies to Include:**

- Support the Salem River Crossing EIS process.

## **TRANSPORTATION CONNECTIVITY**

**Goal:** *Pursue opportunities to improve overall bike, pedestrian, and vehicular connectivity; reduce congestion; and enhance mobility.*

**Strategies to Include:**

- Build a pedestrian bridge across the Willamette Slough to connect with the Minto-Brown Island Park.
- Support Salem Keizer Transit's efforts to ensure a viable and efficient bus service is available to Salem residents; look for opportunities to strengthen the service.
- Continue progress on the approved railroad quiet zone and implement the recommendations; make recommendations regarding expanding current efforts by placing a focus on a Chemeketa Street crossing.
- Create a bike/pedestrian avenue downtown (possibly High, Church, Chemeketa Streets).
- Improve bike/pedestrian connections to the Union Street Railroad Bridge.

## **PARKS AND RECREATION**

**Goal:** *Enhance the parks system and identify and pursue stable funding for future parks development and operations, and funding for recreational opportunities.*

**Strategies to Include:**

- Complete the update to the Parks Master Plan.

## **PUBLIC SAFETY**

**Goal:** *Continue to ensure the availability of efficient public safety services, including ongoing coordination with other agencies.*

**Strategies to Include:**

- Work with other governmental partners to ensure appropriate consequences for misdemeanor offenders in an effort to reduce the number of quality of life crimes.
- Coordinate with other governmental partners to ensure adequate access to jail beds for misdemeanor offenders.
- Report on the feasibility, cost and timing of improving emergency response time, including the option of new fire stations with limited staff and smaller equipment.

## **AFFORDABLE HOUSING**

**Goal:** *Encourage a range of housing types at different affordability levels and coordinate with other agencies to ensure Salem housing meets the needs of the community.*

**Strategies to Include:**

- Evaluate the current and projected housing needs of the community with the aim of providing a range of housing types at all levels of affordability; evaluate the needs on an ongoing basis to monitor trends.

- Improve support to the efforts to end homelessness and coordinate strategies with other agencies; increase the availability of Section 8 vouchers and encourage more landlords to accept the vouchers.

## **ANNEXATION**

**Goal:** *Consider alternatives to annexation in managing areas of future growth; identify and develop annexation strategies as new information becomes available.*

**Strategies to Include:**

- Encourage annexation through petitioner annexation, enclaves, and annexation contracts.