



2021 CITY COUNCIL Policy Agenda





LETTER FROM THE MAYOR AND THE CITY COUNCIL

Dear City of Salem Residents,

In 2017, the City embarked on its first strategic planning process. In the four years since we issued our initial strategic plan, we have made great progress toward our goals with the help of residents, local businesses, and community partners.

Building upon the vision for our community that was established in 2017, we have developed the next evolution of our strategic plan. With this plan, our goal is to set a course of action for the next five years (2021-2026) by establishing key priorities, selecting actions to effectively achieve those objectives, and setting up a framework to report our progress to the public.

The Strategic Plan was created over a six-month period. This plan would not have been possible without the input, insights, and feedback from our community. We are grateful for everyone’s contribution to this important process, including that of City staff and management.

The Strategic Plan Update includes priorities for first year action, our Policy Agenda for 2021. While this plan is the first step, the real work begins today as our City leadership and staff begin efforts to turn this roadmap into action. We look forward to working alongside you to address homelessness, create community resilience, increase equity in delivery of City services, build great neighborhoods, and take on climate change.

Sincerely,

CHUCK BENNETT
Mayor

TREVOR PHILLIPS
City Councilor Ward 3

CHRIS HOY
City Councilor Ward 6

VIRGINIA STAPLETON
City Councilor Ward 1

JACKIE LEUNG
City Councilor Ward 4

VANESSA NORDYKE
City Councilor Ward 7

TOM ANDERSEN
City Councilor Ward 2

JOSE GONZALEZ
City Councilor Ward 5

JIM LEWIS
City Councilor Ward 8



Chuck Bennet



Virginia Stapleton



Tom Andersen



Trevor Phillips



Jackie Leung



Jose Gonzalez



Chris Hoy



Vanessa Nordyke



Jim Lewis

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MISSION, VISION, AND VALUES

Our strategic plan is grounded in the City's vision (the ideal state of our community in the future), mission (how we, as a city government, plan to achieve our vision), and values (the principles of our organization by which we strive to work).

Our Mission is to:

Provide fiscally sustainable and quality services to enrich the lives of present and future residents, protect and enhance the quality of our environment and neighborhoods, and support the vitality of our economy.



Pringle Creek



Downtown Salem

Our Vision is ...

A safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all.



Holiday Tree Lighting Event (2019)

As city professionals, we are ...

Community-focused

We are dedicated to providing high-quality, responsive, and equitable services that meet the needs of our community.

Inclusive

We are committed to ensuring equity and accessibility across city services. We are an anti-racist organization that actively fights against racism and all other forms of discrimination. Diversity is a core strength of our community and we are dedicated to creating a city where everyone—regardless of culture, race, or ability—can thrive.

Proactive

We are innovative, action-oriented, and focused on delivering measurable results to our community. We actively seek and use data to make well-informed decisions.

Accountable

We act with integrity and honesty. We take responsibility for our actions and communicate with residents to ensure transparency.

Respectful

We strive to create a healthy work environment based on teamwork and mutual respect.

CITY GOALS: RESULT AREAS

The City has identified six broad result areas that describe the major outcomes the City hopes to create through the municipal services it provides.



Safe Community



Welcoming and Livable Community



Natural Environment Stewardship



Safe, Reliable, and Efficient Infrastructure



Strong and Diverse Economy



Good Governance



Safe Community

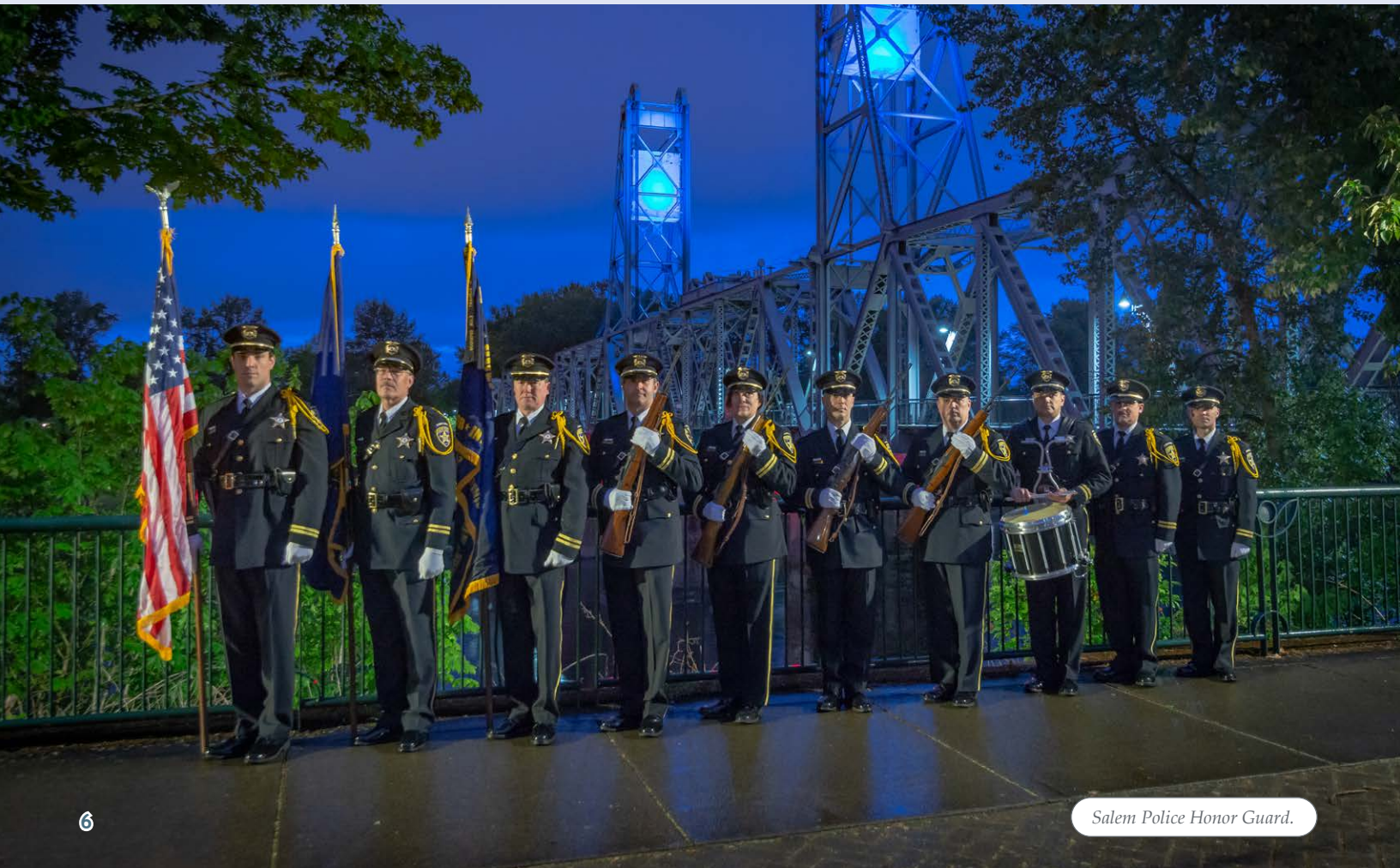
Salem provides emergency services while proactively addressing the impact of crime, fire, natural disasters and health emergencies to residents, businesses, and property owners.

Supporting City Departments | Police • Fire • Municipal Court • Community Development • Public Works

Summary of City Services

Public safety is a critical function of local government. In Salem, our 9-1-1 call center sends Police, Fire, and emergency medical services to those in need and keeps Salem safe by protecting residents, visitors, and properties from harm in the event of a natural disaster or other emergency.

In addition to responding directly, we plan and prepare our community for situations that may threaten health or safety. Salem also has a Municipal Court, responsible for protecting the rights of individuals and prosecuting crimes that impact the quality of life in Salem.





Welcoming and Livable Neighborhoods

Salem is safe and clean, with a mix of quality housing with access to parks, recreation, historic and cultural resources, and the arts.

Supporting City Departments | Community Development • Public Works • Urban Development • City Manager's Office

Summary of City Services

To ensure Salem residents have access to parks, recreation, and historic and cultural opportunities, we're actively working with our community today to build a long-term vision for future growth and development. We also work with the private and non-profit sectors to develop a diverse range of

housing options. Together, we create and maintain public spaces to offer activities that connect, benefit, and reflect our community, and support the arts, historically, and culturally significant buildings and sites, and community events.



Secor Park Playground structure.



Natural Environment Stewardship

Salem protects natural resources including healthy streams and the Willamette River, and works to reduce impact from the built environment and City operations on our environment.

Supporting City Departments | Community Development • Public Works • Urban Development

Summary of City Services

Cities impact the environment and natural resources directly through operations, services, and infrastructure (such as transportation, pathways, urban nature, and walkable neighborhoods), through development, and resident and business use of water, energy, and waste systems. Many Salem 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 incorporate into local regulations. Salem also prepares and works to reduce flooding; supports an education program to keep streams clean; invests in parks, open spaces and the urban tree canopy; balances land use needs today and into the future; plans for infrastructure needs as the community grows and changes; incents Brownfield clean up and development; invests in energy efficient operations; and plans for resiliency of services to our community.





Safe, Reliable, and Efficient Infrastructure

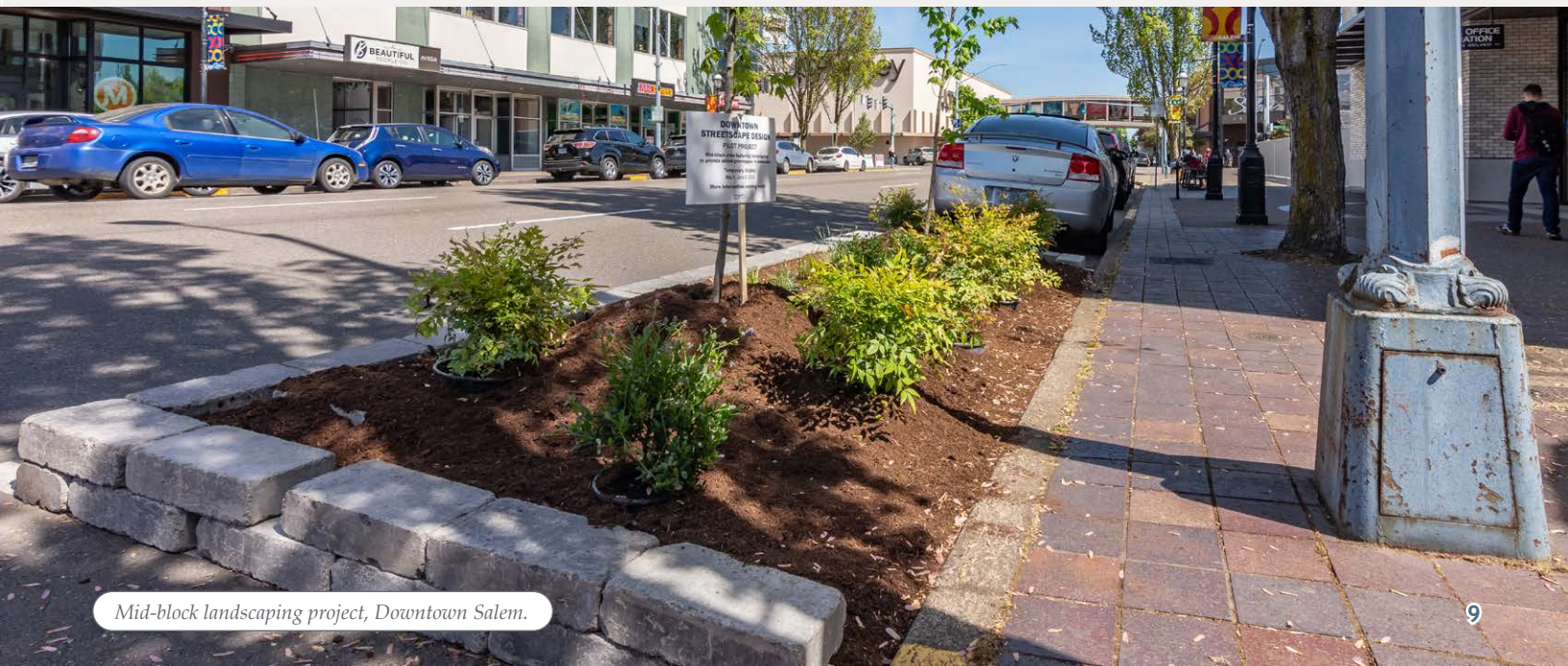
Salem provides an integrated municipal asset system of streets, bridges and sidewalks, civic buildings, technology and utility systems.

Supporting City Departments | Community Development • Information Technology • Public Works • Urban Development

Summary of City Services

Salem owns and operates a valuable network of infrastructure including buildings, streets, pipes, dams, properties, parking garages, recreation facilities, airport runways and taxiways, and equipment. Our current Capital Improvement Program identifies \$208 million in infrastructure construction projects, with 86.2 percent of the

project funding dedicated to the City's utility and transportation system. A large number of critical infrastructure projects are known—most are listed in the City's infrastructure master plans—but are not yet funded. In addition to the needs of existing infrastructure, the City needs to provide for new residents as the community grows and changes.



Mid-block landscaping project, Downtown Salem.



Strong and Diverse Economy

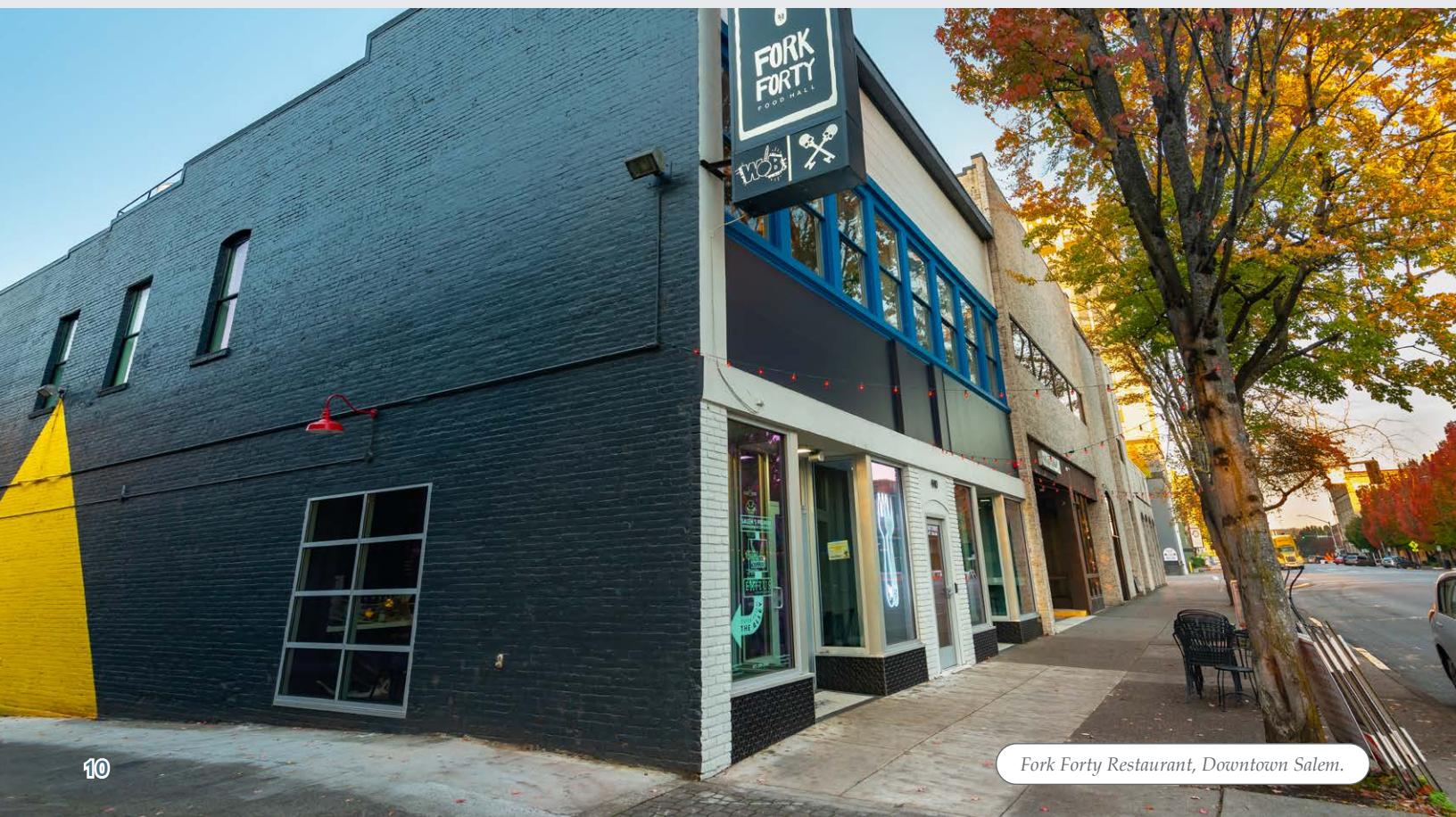
Salem supports a diverse economic base, robust job growth, business retention and recruitment, and a thriving downtown.

Supporting City Departments | Community Development • Public Works • Urban Development

Summary of City Services

Salem is home to a wide range of industries and private employers. As the state's capital, the local economy is relatively stable with strong agricultural production, manufacturing, and distribution. The addition of high tech to the local economy has provided steady growth. Major employers, in addition to government and Salem Health, include Kettle Foods, Garmin, Yamasa, West Salem Machinery, Gilgamesh Brewing, and Amazon.

In economic development and job creation, our role is to provide infrastructure and development services, support the area's business climate, and promote programs, services, and economic incentives offered by the City of Salem and Urban Renewal Agency. We leverage these funds and work with economic development partners and the development community to actively promote investment in our community.





Good Governance

The enterprise is managed to be fiscally sustainable, provide quality services, proactively engage residents, be forward thinking, and build capacity and partnerships to prepare for the future.

Supporting City Departments | City Manager's Office • Finance • Human Resources • Information Technology • Legal

Summary of City Services

The mission of the City is to provide 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 the economy. The half-billion-dollar municipal

corporation operates under the council–manager form of city government. As of July 2019, the municipal corporation has 1,237.75 full-time equivalent positions, equating to approximately 7.5 employees per 1,000 residents.



Civic Center, Salem, Oregon.



Good Sense Statue.



Pedestrian crosswalk.



Downtown office development.



Salem, Oregon and Salem, India representatives meet. (2019)



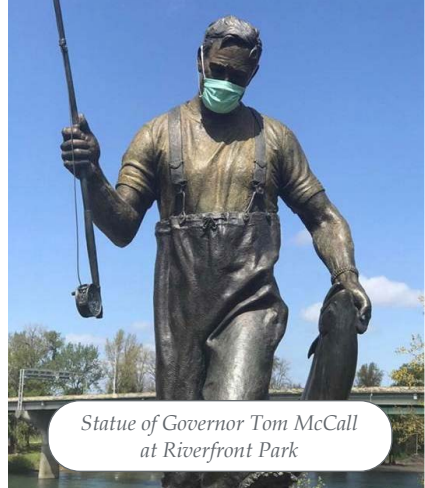
Bald Eagle nesting in Minto-Brown Park.



Wallace Marine Park softball fields.



Intro Into the Wilderness camp.



Statue of Governor Tom McCall
at Riverfront Park



Minto Brown Island Pedestrian Bridge.



Wayfinding in Downtown.

STRATEGIC PRIORITIES

Within the overarching framework of the City's goals and result areas, City leaders have established five strategic priority areas that demand urgent attention and additional resources over the next five years.

- 1. Addressing homelessness**
- 2. Creating community resilience**
- 3. Increasing equitable delivery of city services**
- 4. Building great neighborhoods**
- 5. Taking action on climate change**

These strategic priorities are based on an analysis of the city's current condition—including the city's strengths and challenges, resident needs, and the wider cultural, political, and natural environment within which the City operates.

Each year, the Council will develop a set of specific actions designed to move the City towards achieving each objective outlined below. These actions are contained in the annual Council Policy Agenda.

Addressing Homelessness

SUPPORTS



Safe Community



Welcoming and Livable
Community



▼ STRATEGIC PLAN OBJECTIVE

CRISIS RESPONSE

Develop a crises response process and regional network of resources to ensure that all unhoused individuals are safe, respected, and connected with appropriate services.

▼ YEAR ONE ACTIVITY

Coordinate collaboration among City, non-profits, and other entities that provide crises response, immediate support, and impact mitigation across the region.

Continue pursuing a housing-first model by developing additional small transitional housing options (tiny home villages, supervised tent camps, etc.).

Explore options and make a policy decision on whether to implement a CAHOOTS-style first-responder model.

HOMELESSNESS PREVENTION

Develop a long-term, regional strategy to address upstream factors that increase homelessness with the goal of eliminating homelessness by 2050.

Play a lead role in developing an action plan for the regional Mid-Willamette Valley Homeless Alliance strategic plan.

Participate in regional efforts to address gaps in shelter beds, including the need for low-barrier shelters.

Identify a funding strategy, in collaboration with regional partners, to break ground on a navigation center in the Salem area.

AFFORDABLE HOUSING EXPANSION

Ensure an adequate supply of housing that is affordable and accessible for current and future generations, with a focus on providing housing options that can reduce incidence of homelessness.

Guided by the Our Salem plan, update the housing needs analysis to identify local needs and gaps.

Identify opportunities to create additional permanent supportive housing through urban renewal, incentives, and other regional resources.

Creating Community Resilience

SUPPORTS



Strong and Diverse Economy



Safe Community



STRATEGIC PLAN OBJECTIVE

BUSINESS SUPPORT

Support the local economy and the Downtown district by reducing the impacts of COVID-19 on local businesses.

YEAR ONE ACTIVITY

Finalize the Economic Development Strategy for equitable, post-COVID relief and begin implementing year-one activities to support local businesses.

Continue to support local businesses by allocating COVID-19 funds in a methodical, planned way, prioritizing businesses most affected by closures.

Identify regulations that may prohibit small businesses from expanding and growing within the city. (Use feedback from small business community.)

▼ STRATEGIC PLAN OBJECTIVE

JOB CREATION

Reduce local unemployment rate and increase the number of living-wage jobs within the city.

EMERGENCY RESPONSE

Strengthen emergency response by ensuring adequate funding for public safety efforts, (including EMS/911 Dispatch and the Fire Department) and supporting community preparedness efforts.

▼ YEAR ONE ACTIVITY

Finalize the Economic Development Strategy and begin implementing year-one activities that focus on job creation.

Partner with the school district, area colleges, and our workforce partners to continue to strengthen and expand technical training, apprenticeships, and mentoring for those entering the workforce and those in the workforce.

Begin preparations to issue a bond in 2022 to replace aging fire apparatus and equipment. This includes a review by the Council Finance Committee, seeking Council approval in early 2021, and performing community outreach.

Continue to work with partners to expand the reach of community preparedness education through the Resiliency Task Force.



Firefighter giving a shot at Oregon State Fairgrounds.

Increasing Equitable Delivery of City Services

SUPPORTS



Welcoming and Livable Community



Good Governance



Finding a book at the Salem Library.

▼ STRATEGIC PLAN OBJECTIVE

COMMUNITY-ENGAGED POLICING

Increase police engagement with all communities within the city to enhance crime prevention and to facilitate trust when a police response is required.

DIVERSITY, EQUITY, AND INCLUSION

Ensure that City services are provided equitably to all city residents.

▼ YEAR ONE ACTIVITY

Complete the Police Performance Audit, evaluate recommendations, and develop an implementation plan.

Create a strategic plan for the Police Department to more effectively meet resident expectations and actively address issues related to community trust and engagement.

Develop and begin implementing a plan to achieve a representative workforce within the City that better reflects the diversity of the community we serve.

Increase service-related information that is available in languages other than English.

Develop an implementation plan based on DEI-related recommendations from the Human Rights Commission and City Council resolutions condemning racism.

▼ STRATEGIC PLAN OBJECTIVE

SERVICE ACCESSIBILITY

Increase accessibility of key City services by providing online options and/or extending services to underserved residents.

▼ YEAR ONE ACTIVITY

Evaluate which City services could be accessed virtually and begin implementing an equitable, unified solution for resident access to online services.

Update the City website to improve the customer and user experience.

Finalize the Library Strategic Plan and begin implementing year-one activities related to enhancing access to library resources. This plan will address opportunities to extend services to underserved areas, which may include additional branch libraries or other extension options.

Improve the customer service experience at City Hall.

FINANCIAL STABILITY

Strengthen the City's long-term financial position to ensure ongoing provision of core services to all residents.

Pursue opportunities to decrease expenses by identifying non-core services that could be provided by non-profits or otherwise outsourced.

Identify opportunities to increase revenue needed to deliver core services, including a potential payroll tax, fee study, and insourcing.



Coffee with a Cop. (2019)

Building Great Neighborhoods

SUPPORTS



Welcoming and Livable
Community



Safe, Reliable, and
Efficient Infrastructure



▼ STRATEGIC PLAN OBJECTIVE

NEIGHBORHOOD DEVELOPMENT

Increase the number of “complete neighborhoods” across the city that provide convenient access to jobs, services, and amenities that meets residents’ daily needs.

▼ YEAR ONE ACTIVITY

Finalize the Our Salem plan and begin implementing year-one activities related to Neighborhood Development.

Emphasize Council collaboration with neighborhood associations and community organizations to increase resident engagement.

PARKS AND RECREATION FACILITIES

Develop, enhance, and expand parks and recreational facilities—and access to these amenities—to better serve residents of all ages, abilities, and cultures.

Finalize the Our Salem plan, update the Parks System Master Plan, and begin implementing year-one activities related to Parks and Recreation facilities.

BIKE AND PEDESTRIAN SAFETY

Increase the safety of walking and biking within the city by prioritizing construction and maintenance of pedestrian and bicycle facilities.

Finalize the Our Salem plan, update the Bike/Walk Salem Plan, and begin implementing year-one activities related to bike and pedestrian safety (including sidewalk maintenance).



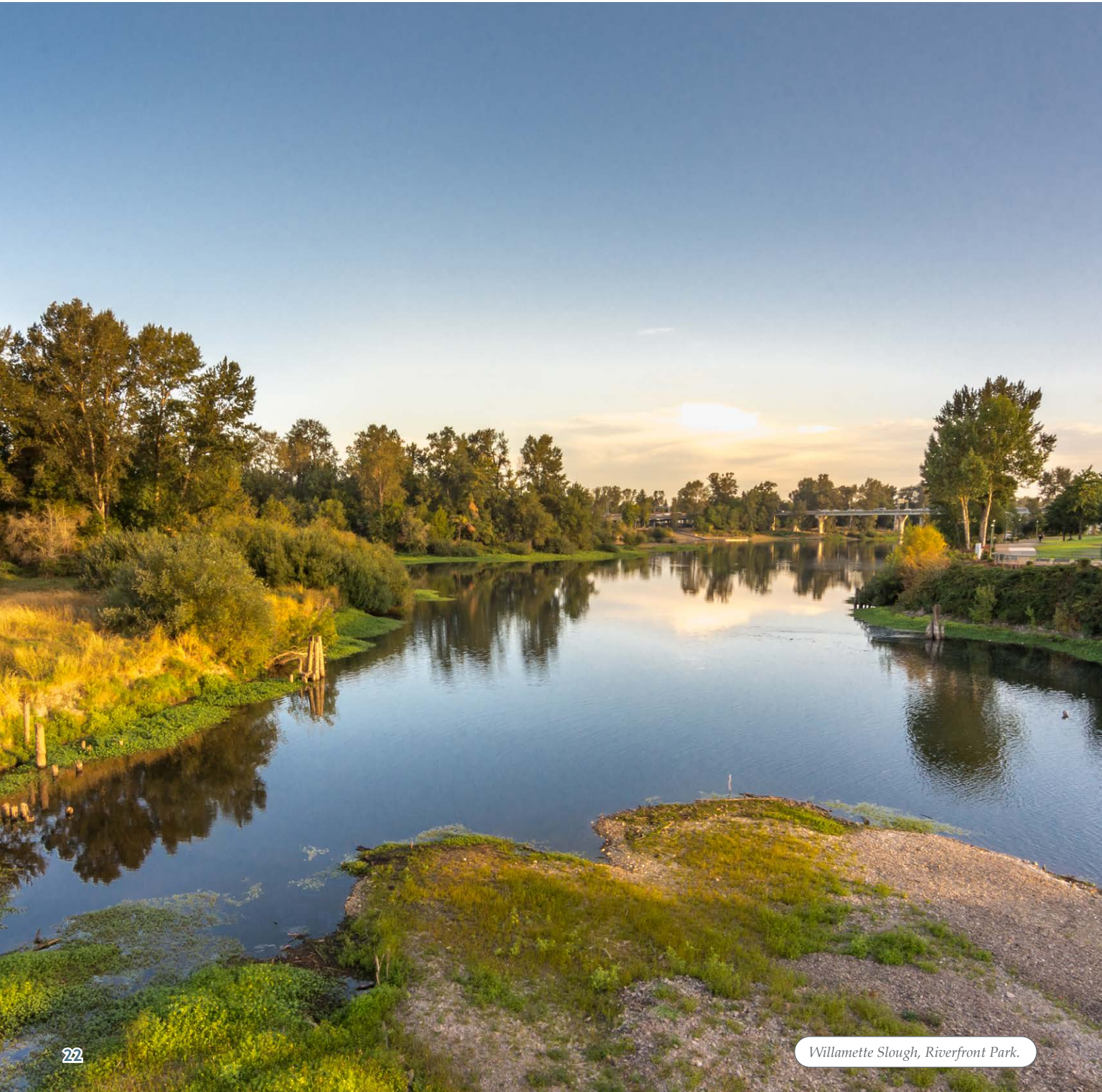
Minto Island Brown Park.

Taking Action on Climate Change

SUPPORTS



Natural Environment
Stewardship



STRATEGIC PLAN OBJECTIVE

GREENHOUSE GAS REDUCTION

Reduce the city's greenhouse gas emissions.

YEAR ONE ACTIVITY

Finalize the Climate Action Plan, evaluate recommendations, and develop an implementation plan.

RESILIENCE

Increase the city's resilience to climate change.

Finalize the Climate Action Plan, evaluate recommendations, and develop an implementation plan.



Blue Heron

ANNUAL CYCLE

The 2021 Policy Agenda is part of an annual cycle of developing the budget, policy and program evaluation, financial forecasting, and reporting to the Council and community on progress. You can read more about accomplishments in 2020 in the [annual community report](#).

FALL/WINTER

Annual Community Report

How we measure progress

Forecasting

Residential Satisfaction Survey

WINTER (January)

City Council Policy Agenda

How does the City achieve its strategic priorities and ensure success?



SPRING (April, May)

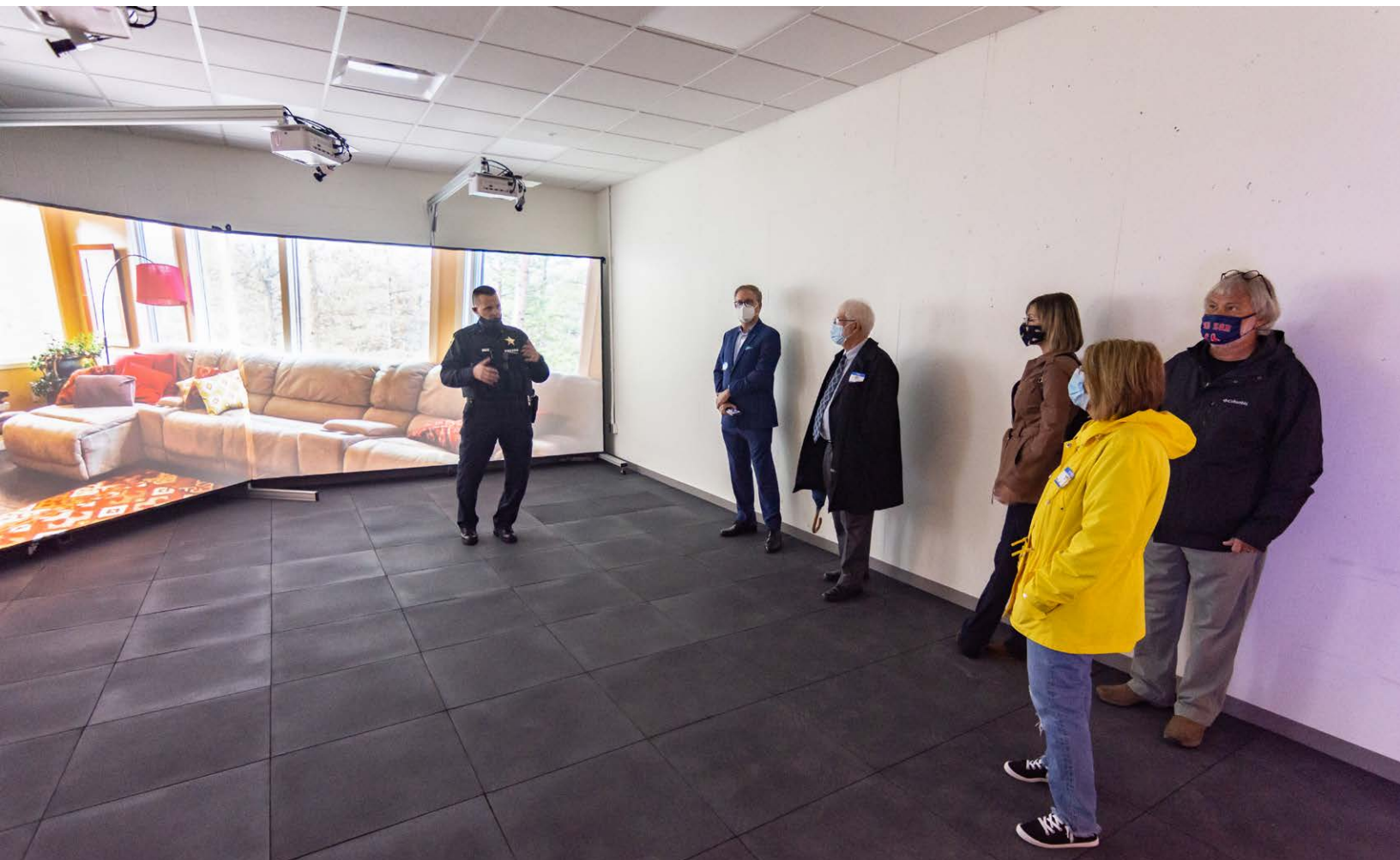
City of Salem Budget

HOW TO GET INVOLVED

In April and May of this year, the nine residents, Mayor, and City Council comprising the City of Salem's Budget Committee will consider the FY 2021 Budget. The half-billion dollar budget covers the period from July 1, 2020, through June 30, 2021, and includes estimates of revenue and costs of services and capital projects.

You can add your voice by participating or providing testimony at a Budget Committee meeting or City Council public hearing on the budget. The budget concludes with at least one public hearing at a June Council meeting. For more information, check out our web page on the City's Budget.

If you are interested in learning more about a specific 2020 Policy Agenda action or the Strategic Plan, please visit www.cityofsalem.net/Pages/salem-strategic-plan.aspx or email Courtney Knox Busch at cbusch@cityofsalem.net. If you are interested in volunteering or serving on a volunteer advisory board or commission, please visit www.cityofsalem.net/volunteer for more information.



Training simulator at the new at the new Salem Police Department headquarters.

RESOLUTION NO. 2021-2

A RESOLUTION RELATING TO CONDEMNING RACISM AND WHITE SUPREMACY

Whereas, all people shall be treated with dignity and respect; and

Whereas, “all people” mean all people, regardless of race, color, religion, national origin, sex, familial status, disability, source of income, marital status, sexual orientation, or gender identity; and

Whereas, “white supremacy” means the belief that the white race is inherently superior to other races and that white people should have control over people of other races; the social, economic, and political systems that collectively enable white people to maintain power over people of other races”; and

Whereas, equity is both a process and an outcome; and

Whereas, we recognize that societal and government practices, policies, laws and regulations have historically resulted in discrimination and disparity against people based on any protected class listed above, especially against people of color; and

Whereas, we acknowledge the land upon which the people of Salem live has historical and cultural roots in native Tribal Nations.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SALEM, OREGON, RESOLVES AS FOLLOWS:

Section 1. The City of Salem has taken action and commits to continuing to take action to be a city that welcomes every person regardless of their race, color, religion, national origin, sex, familial status, disability, source of income, marital status, sexual orientation, or gender identity.

Section 2. The City of Salem condemns and repudiates the belief system of white supremacy and racism and is committed to the elimination of all forms of racism everywhere it exists, including institutional racism.

Section 3. The City of Salem affirms its commitment to ensure that all members of the community are free from acts that are rooted in racism, discrimination, intolerance, bigotry, and hostility. We will strive to inspire and continually pursue a culture of safety and well-being.

Section 4. This resolution does not create any legal cause of action or modify any existing rights.

Section 5. This resolution is effective upon adoption.

ADOPTED by the City Council this 25th day of January, 2021.

ATTEST:

City Recorder

Approved by City Attorney

RESOLUTION NO. 2021-3

A RESOLUTION AFFIRMING THAT RACISM IS A PUBLIC HEALTH CRISIS

Whereas, racism results in a structured absence of opportunity and the assigning of a person's societal value based solely on physical characteristics, such as skin color, which creates unfair disadvantages for some individuals and communities, while simultaneously creating unfair advantages for other individuals and communities, therefore preventing societies as a whole from achieving their full potential; and

Whereas, throughout the history of the United States systemic racism has manifested by acts of discrimination and oppression directed towards immigrant populations and disproportionately towards black, indigenous, and people of color communities in our country resulting in fear, anxiety, trauma, terror, and long-term physical and mental health impairments, as well as causing economic oppression for the targets of racism and acts thereof, their communities, and subsequent generations; and

Whereas, the United States Office of Disease Prevention recognizes that racial discrimination negatively impacts health outcomes; and

Whereas, people across the country have risen to protest against systemic racism and the resulting historic economic, environmental, and social injustices occurring towards people of various races and ethnicities, which continues to disproportionately affect the Black community; and

Whereas, systemic racism throughout the public and private sectors of society creates disparate outcomes in many areas of life that result in disparities in family stability, healthcare, physical and behavioral health, mental wellness, education, employment, economic development, public safety, criminal justice, incarceration, juvenile delinquency, and housing that disproportionately affects Black Americans and people of color; and

Whereas, systemic racism creates disparate outcomes in many areas of life such as housing, education, employment, economic opportunity, public safety, the criminal justice system, and physical and behavioral health; and further has led to geographic segregation that disproportionately exposes the Black community and people of color to lead poisoning, poor air quality, inadequate nutrition, and under-resourced recreational and healthcare facilities; and

Whereas, the City Council acknowledges the historic grievances held by Black Americans and the various forms of injustice that people of color have experienced for generations and further recognizes the opportunity for our City to participate in the healing process with members for our Black and Latino communities and other communities of color by acknowledging past transgressions; and

Whereas, the City Council acknowledges that systemic racism was manifested throughout the history and development of our community and region resulting in the forced dislocation of local Native American settlements in its earliest forms and in a latter form by the implied geographic

segregation of communities of color, causing disparities of access and service to be felt by these residents due to their race, color, level of education or income, educational and recreational disparities, and other such deficiencies consistent with systemic racism; and

Whereas, the City Council recognizes and respects the value of all human life and dignity, without prejudice to anyone, and further acknowledges that employee conduct requires continuous support, training, monitoring, evaluation and a careful balancing of all interests to ensure equity of access, services, and treatment for all persons, including people of color and regardless of race or ethnicity; and

Whereas, across the nation, communities are coming together to address the urgent and ongoing impacts of racism on the health of our communities; and

Whereas, a growing body of literature shows that social determinants — otherwise known as the conditions in which are born and in which we live, work and play — are key drivers of health inequities; and

Whereas, policies, programs and activities of the City of Salem affect our community today and will continue to affect our community in the future, through its built environment, transportation infrastructure, locations of parks and recreation facilities, and climate action strategies; and

Whereas, our own systems, policies, practices and programs are based on a dominant culture; and

Whereas, it is the policy of the City of Salem *to eliminate discrimination based on race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity and source of income*, as encompassed in Salem Revised Code Chapter 97.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SALEM, OREGON,
RESOLVES AS FOLLOWS:

Section 1. Racism is a public health crisis and further acknowledges evidence of such throughout the historic development of our city.

Section 2. The lives and experiences of Black People and people of color living in Salem matter.

Section 3. This City Council endorses the continued implementation and use of policies and practices for employee conduct and equitable treatment of all people and honors, by adoption of this Resolution, the common humanity of all people, regardless of race or ethnicity.

Section 4. Building on the City of Salem’s commitment to making our community welcoming and safe for everyone, the City of Salem declares that racism is a public health crisis and commits to actively participating in the dismantling the remnants of racism in Salem by:

1. Employing an equity lens in engagement and planning processes to ensure the resulting product represents the needs of everyone in our community

2. Assessing and revising City department policies, procedures, and ordinances to ensure racial equity and accessibility are core elements.
 - 2.1. Ensure hiring practices provide greater opportunities for people of color
 - 2.2. Ensure diversity of race, age and gender within advisory boards and commissions
 - 2.3. Support community efforts to amplify issues of racism and engage with communities of color
3. Supporting Salem’s Human Rights Commission and strengthening alliances with other organizations that are confronting racism and engaging actively and authentically with communities of color wherever they live.
4. Building on our learning opportunities for elected officials and employees, with a plan to provide broader training and conversation throughout the organization in 2021.
5. Committing to actively participate in dismantling systemic racism and its impacts within City and endorsing policies and practices for employee conduct and equitable treatment of all people.



Section 5. The City Council will continue to, through its goodwill, dialogue, and decision-making efforts and powers, support policies that are consistent with the principles of equity of access, services, and treatment of all people regardless of race, color, or ethnicity.

Section 6. This resolution does not create any legal cause of action or modify any existing rights.

Section 7. This resolution is effective upon adoption.

ADOPTED by the City Council this 25th day of January, 2021.

ATTEST:

Deputy City Recorder 
Approved by City Attorney: 



www.cityofsalem.net/

facebook.com/cityofsalemor/

twitter.com/cityofsalem

youtube.com/user/cityofsalem

linkedin.com/company/city-of-salem/

www.cityofsalem.net/rss