

# SCENARIO PLANNING KEY INDICATORS

More information about these indicators is available on our website:  
[www.cityofsalem.net/Pages/our-salem.aspx](http://www.cityofsalem.net/Pages/our-salem.aspx)

Welcoming and Livable Community	Safe, Reliable, Efficient Infrastructure	Strong and Diverse Economy	Good Governance	Natural Environment Stewardship	Safe Community
Affordability	Walk and Transit Friendliness	Employment Mix	Revenue-to-Cost Ratio	Development in Environmentally Sensitive Areas	Traffic and Pedestrian Crashes
Housing Affordability	Access to Frequent Transit	Average Wage	Annual Level of Service (Expenditures per capita)	Tree Canopy	Active Transportation
Complete Neighborhoods	Bicycle and Pedestrian Use	Jobs and Housing Balance	Property Tax Revenue	Greenhouse Gas Emissions	
Proximity to Parks				Air Pollution from Travel	
Infill Development and Redevelopment					

## Our rating system

The colored icons indicate how we think we're doing. More information is available on our website showing what we learned.

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Is this the right direction? We do not have targets established in this area, and we are not sure where the community wants to go.



We are not meeting targets we set for our city. We are falling behind other similar cities in this area. We seem to be moving in the wrong direction.

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 Project Manager 503-540-2308

Spring 2019



## HOW ARE WE DOING TODAY? HOW ARE WE GROWING?

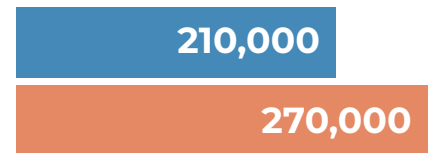
- How livable are our neighborhoods?
- How strong is our economy?
- How sustainable is our community?

The City has launched a multi-year project to update the Salem Area Comprehensive Plan, which guides development in the Salem area. In spring 2019, we examined the existing conditions of our city—our vital signs. Specifically, we looked at how we're doing today in 20 key "indicators" that community members helped select. Then we looked at our future to see how we'll be doing if we keep growing the way we're growing.

Now we ask:

- "Are we heading in the right direction?"
- "What is our community vision for the future?"

We expect 60,000 more people in Salem\* by 2035.



\*This includes Salem's portion of the urban growth boundary

## THIS PHASE

### Checking Salem's Vitals

- How are we doing today?
- What happens as we experience growth?
- Are we meeting goals and targets we've set?
- How do we compare to other cities?
- Are we heading in the right direction?

» 2018–SPRING 2019

## FUTURE WORK

### Establishing a community vision for future growth, and updating the Comprehensive Plan

- What do we value?
- How do we want Salem to grow and develop?
- What goals do we have?
- How can we improve our community?
- What goals and policies do we want to guide development and how we grow?

» BEGINS SUMMER 2019



## Scenario 1: PREDICTED POPULATION GROWTH

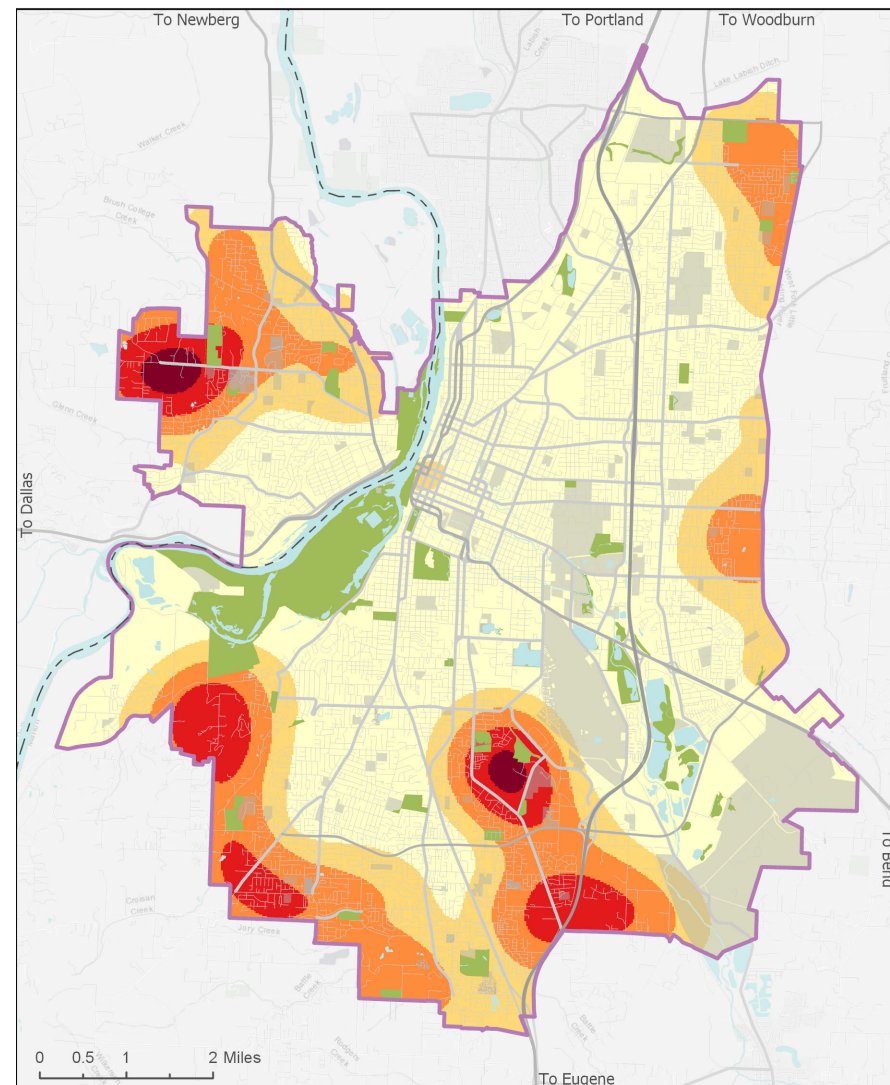
Housing development follows current trends on buildable land—  
lower density than what is allowed.

## Scenario 2: HIGH POPULATION GROWTH

Housing development occurs at the maximum density allowed  
by existing zoning on all buildable lands.

### CURRENT TRENDS

2035: Location of new households in Salem.

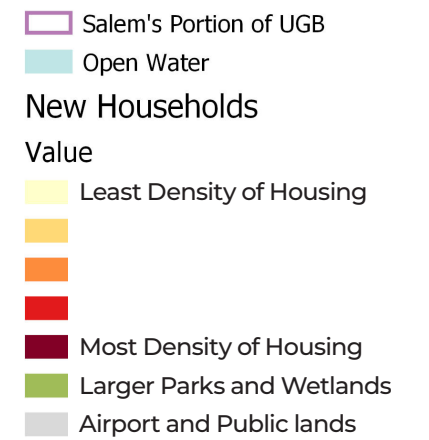
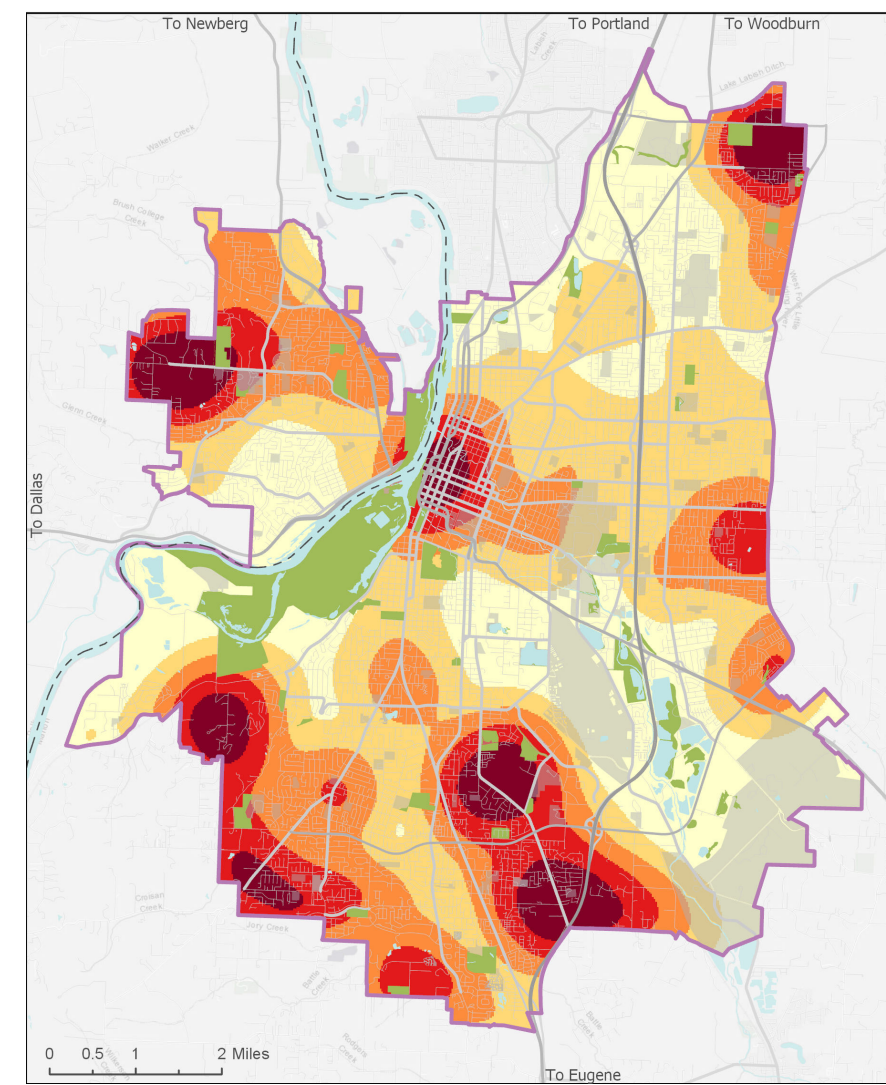


**Population:**  
54,000 more people by 2035.

**Development:**  
Some infill and  
redevelopment of properties.

### ZONING BUILDOUT

2035: Location of new households in Salem.



**Population:**  
93,000 more people by 2035.

**Development:**  
Much more infill and  
redevelopment of properties.

For each scenario, we examined our “vitals,” some key indicators of how we’re doing as a community. Here are a few examples. For details, visit:

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**Proximity to Parks**  
How far housing and  
jobs are from parks.



**Tree Canopy**  
Amount of land  
covered by trees.



**Average Wage**  
Average wage  
per job.



**Complete Neighborhood**  
Housing near parks, transit,  
stores, and schools.



**Bicycle and Pedestrian Use**  
Number of people who bike  
or walk to work.



**GhG Emissions**  
Greenhouse gas emissions  
from electricity and travel



# Welcoming and Livable Community

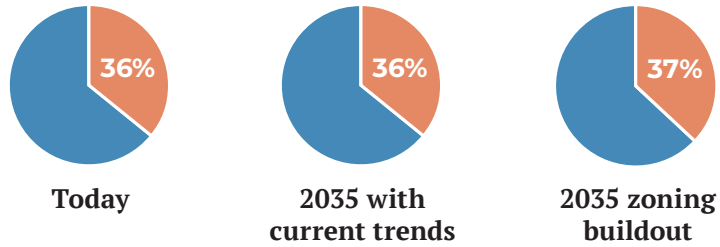
Are we heading in the right direction?



## AFFORDABILITY (HOUSING + TRANSPORTATION + ENERGY)

Salem's percentage of average monthly household income used for housing, transportation, and energy expenses is below the national standard, which is 45%. This remains largely the same in the future.

PERCENT OF INCOME SPENT ON HOUSING, TRANSPORTATION AND ENERGY



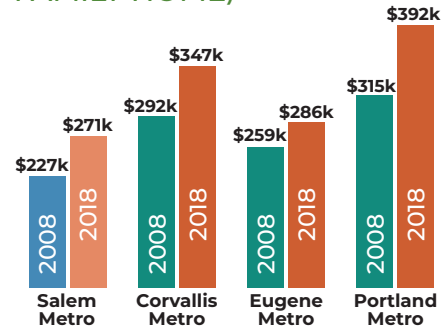
## HOUSING AFFORDABILITY

Housing prices in Salem are below our Corvallis, Eugene, and Portland Metro area neighbors. The percentage of average monthly household income used for housing is rising, similar to regional and national trends.

Percent of income spent on housing

Today: **22%**  
 2035 with current trends: **23%**  
 2035 zoning buildout: **24%**

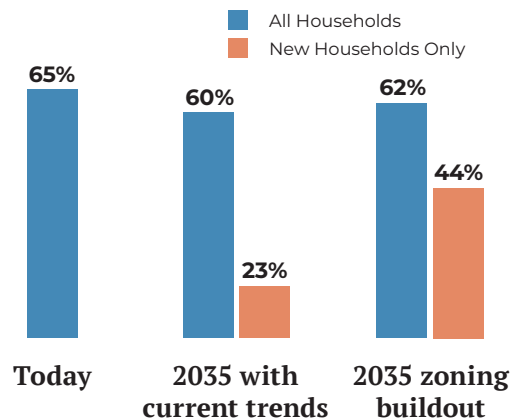
TREND OF RISING HOUSING PRICES (MEDIAN SINGLE FAMILY HOME)



## COMPLETE NEIGHBORHOODS

A "complete neighborhood" means people live within walking distance of parks, schools, grocery stores, businesses, transit. Today, 65% of our households are in "complete neighborhoods" today, while Portland is only at 50%. Our percentage, however, drops in the future because many new households will be built further from existing amenities.

PERCENT OF HOUSEHOLDS IN "COMPLETE NEIGHBORHOODS"

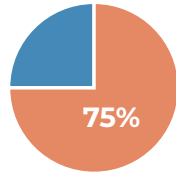




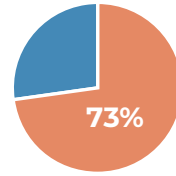
### PROXIMITY TO PARKS

We looked at how close our housing in Salem is to existing parks. Today, many of us live near a park. However, the percentage of households living within a half-mile of a park drops in the future, as new development is built further from existing or planned parks.

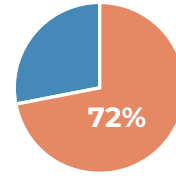
### PERCENT OF PEOPLE WITHIN 1/2 MILE OF A PARK



Park access: Today



Park access: 2035 with current trends



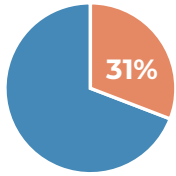
Park access: 2035 zoning buildout



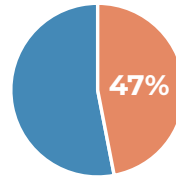
### INFILL DEVELOPMENT/ REDEVELOPMENT

We calculated the number of housing units that have been and will be created from infill and redevelopment by looking at building permits since 2014. About a third of new housing development today is from recent infill or redevelopment. This will increase in the future. That aligns with existing policies that promote infill and redevelopment.

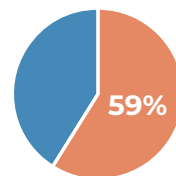
### PERCENT OF NEW HOUSING THROUGH REDEVELOPMENT AND INFILL PROJECTS



Today



2035 with current trends



2035 zoning buildout



#### Our rating system

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# Safe, Reliable, Efficient Infrastructure + Safe Community

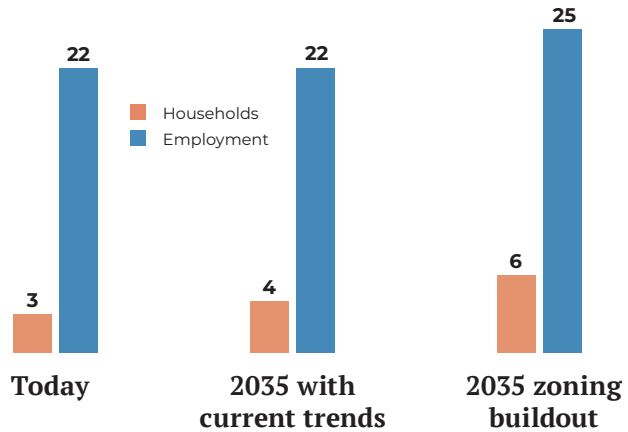
Are we heading in the right direction?



## WALK AND TRANSIT FRIENDLINESS

The walk and transit friendliness score is based on ease of walking, access to transit, proximity to a variety of land uses, and other factors that allow for a range of travel choices. The score is between 0 and 100. A higher score means non-drivers—which may include seniors, youth, or mobility-challenged residents can safely access the places they need to go. Due to our development trends, we expect to stay the same. Many cities are striving to improve.

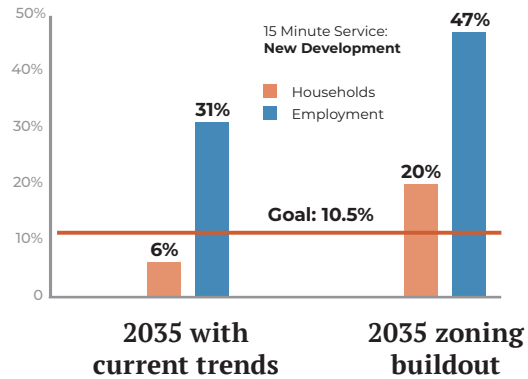
WALK AND TRANSIT FRIENDLINESS SCORE: 0-100



## ACCESS TO FREQUENT TRANSIT

More than a third of our households are within 1/4 mile of frequent bus service. Looking forward, it is our adopted goal to have at least 10.5% of new housing units within 1/4 mile walking distance of a Cherriots bus stop with 15-minute service. If growth and development trends continue on the edges of the city, access to transit goes down for new households. If we develop more densely, we exceed our goal.

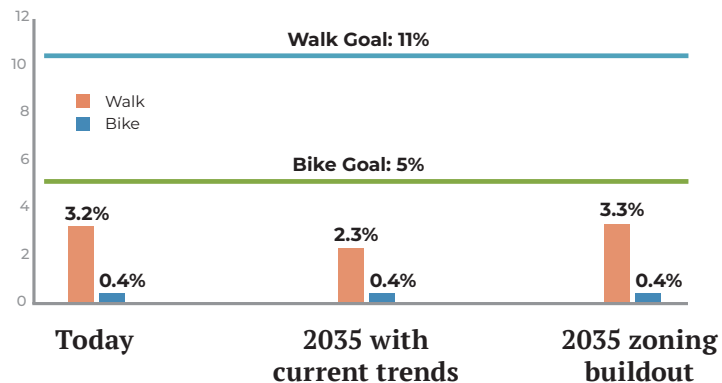
PERCENTAGE OF NEW HOUSEHOLDS WITHIN 1/4 MILE OF FREQUENT TRANSIT



## BICYCLE AND PEDESTRIAN USE

Salem has adopted targets to increase walking and biking trips. By 2020, we aspire to have 3% of our trips to work be by bike and 7% of our trips to work be by foot. By 2030, we are aiming for 5% by bike and 11% by foot. We are not on track to meet these goals.

PERCENTAGE OF TRIPS BY BIKE OR WALKING

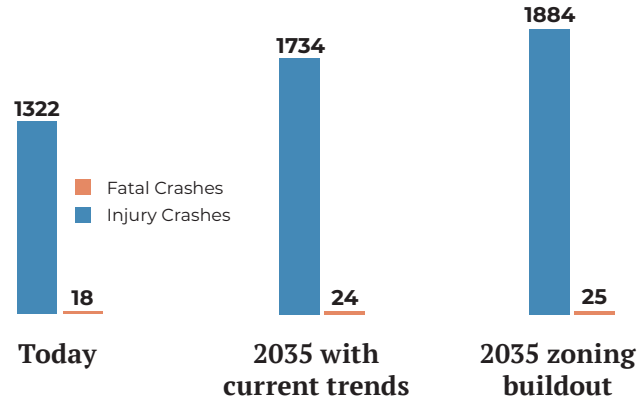




### TRAFFIC AND PEDESTRIAN CRASHES

Our goal has been to reduce crashes involving pedestrians by half and to have zero traffic fatalities by 2030. Based on County and national data, the number of injury and fatal crashes is expected to rise in Salem. While the number is less per capita in the future, unfortunately, more people means more crashes.

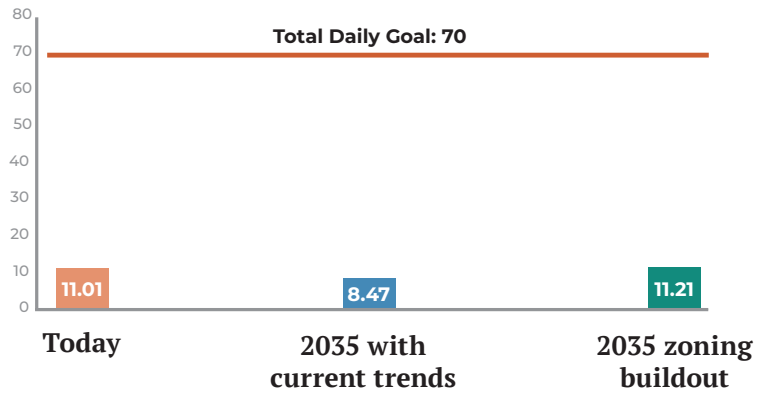
### ANNUAL TRAFFIC CRASHES (INJURIES AND FATALITIES)



### ACTIVE TRANSPORTATION

Exercise experts measure how active people are in metabolic equivalents, or METs. A minimum of 70 daily METs are recommended. We looked at our activity levels by only measuring METs used to get to work.

### PER CAPITA DAILY METs SPENT IN ACTIVE TRANSPORTATION TO WORK



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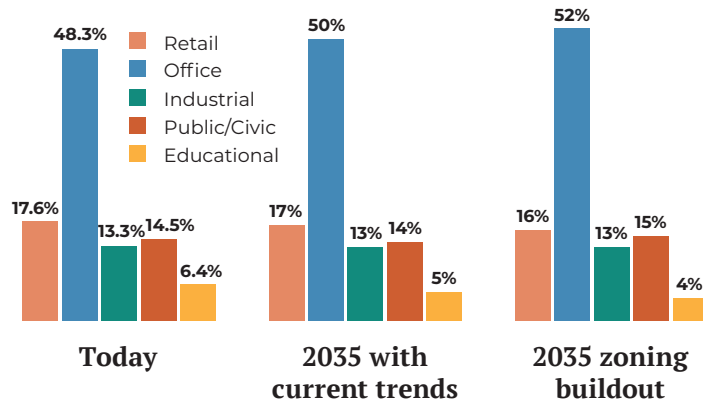
# Strong and Diverse Economy + Good Governance

Are we heading in the right direction?



## EMPLOYMENT MIX

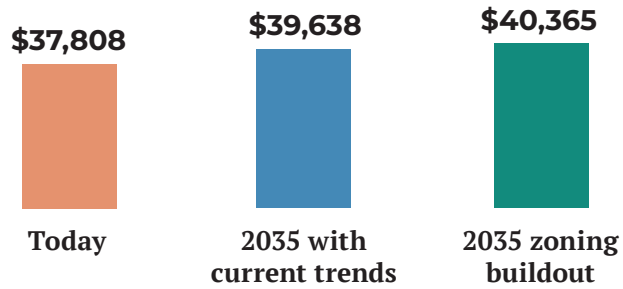
Office uses make up the largest proportion of jobs in Salem today, and are expected to make up a slightly larger share in the future. The percentage of jobs in retail, industrial, public sector, and education remains fairly steady in the future. Overall, we have a greater share of public-sector jobs than many of our peer cities.



## AVERAGE WAGE

Workers in similar-sized Oregon cities earn more money than us, but our cost of living remains lower. Based on today's economy and expected population and job growth, average annual wages per job continues to increase in Salem. Wage projections are shown in today's dollar.

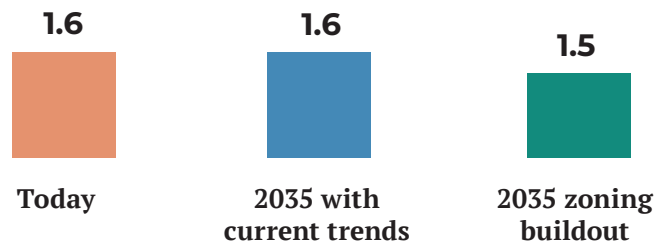
## AVERAGE WAGES BASED ON TODAY'S ECONOMY AND TODAY'S DOLLAR




## JOBS/HOUSING BALANCE


As our population grows, the number of new jobs also grows. A jobs-to-housing-units ratio of 1.5 jobs to 1 household is recommended by planning scholars. That is roughly the ratio in Salem today, and it remains unchanged across scenarios in the future.


## RATIO BETWEEN NEW HOUSING AND NEW JOBS



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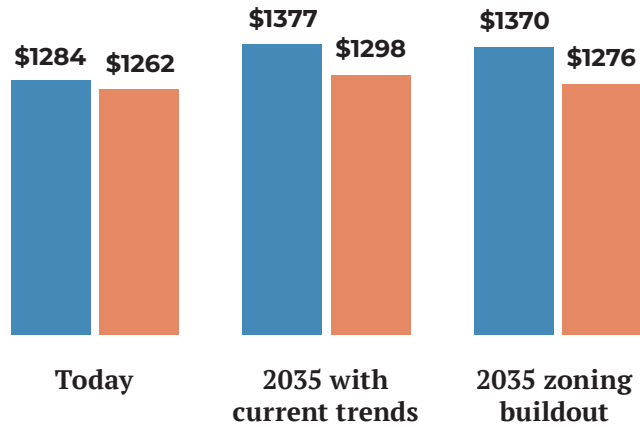


### ANNUAL LEVEL OF SERVICE (EXPENDITURES PER CAPITA)

With more development in the future, the City can expect more revenue. However, costs also increase over time. The average annual revenue and expenditures per capita stays about the same. As costs for goods and services increase, however, we are able to get less with our expenditures. This is a common problem everywhere.

*Note: Includes all funds and revenue sources, i.e. building permits and utility fees, not just general fund*

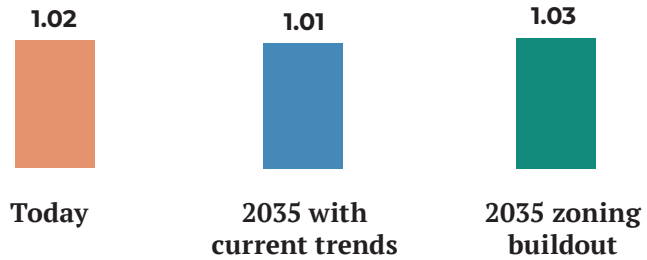
### REVENUE AND EXPENSES PER CAPITA



### REVENUE-TO-COST RATIO

Salem has a policy of adopting a structurally-balanced budget, which is a 1:1 ratio (revenue to cost). To see how we fare, we looked at the cost of providing infrastructure, such as pipes and roads, to each person today compared to more people in the future. It generally costs more to extend infrastructure and services to more properties than it is to make more use of existing infrastructure. Our revenue-to-cost ratio looks to be holding steady in the future.

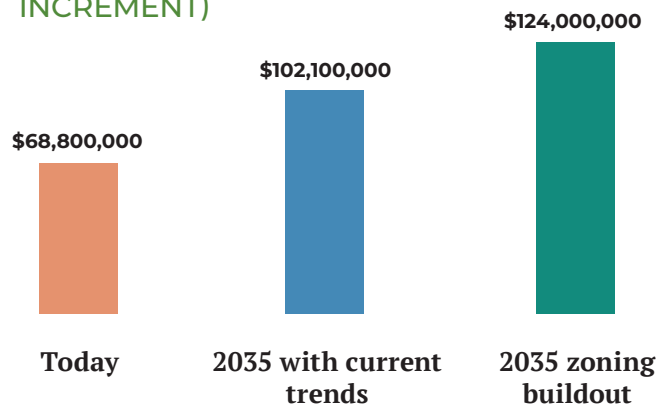
### RATIO OF REVENUE TO COST



### PROPERTY TAX REVENUE

Projected property tax revenue will increase with more development. This isn't good or bad – it just reflects our property tax system. Development of vacant land and redevelopment generally means more property tax revenue per acre. This is typical across the state. Higher rates of redevelopment in the zoning buildout scenario therefore results in higher revenues per acre.

### ANNUAL PROPERTY TAX REVENUE (EXISTING + INCREMENT)







# Natural Environmental Stewardship

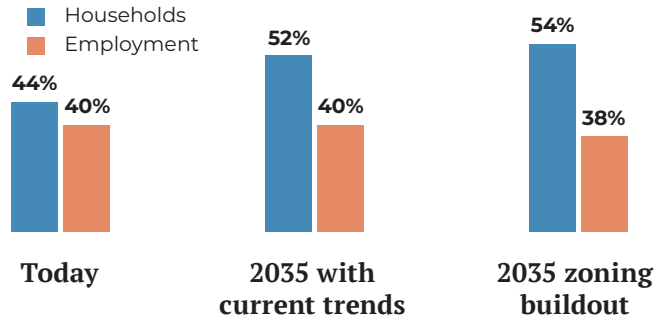
Are we heading in the right direction?



## DEVELOPMENT IN ENVIRONMENTALLY SENSITIVE AREAS

With continued demand for new housing and jobs in the future, development in Salem will increase on environmentally-sensitive areas such as on steep slopes, in floodplains, or in riparian (streamside) areas. A lot of new housing will occur on steep hills in West and South Salem in the future.

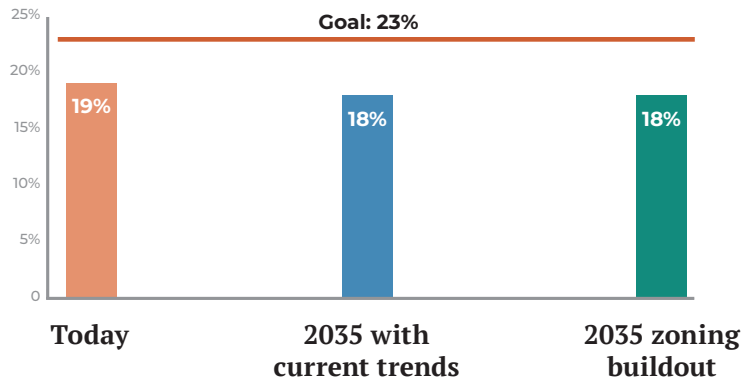
### PERCENTAGE OF DEVELOPMENT IN RIPARIAN AREAS AND FLOODPLAIN



## TREE CANOPY

Our target for tree canopy coverage is 23% of our land within Salem city limits. Trees provide environmental and quality-of-life benefits. We currently don't meet our target, and we expect to lose some tree canopy in the future as land continues to get developed. Tree canopy today: 19%; Target: 23%

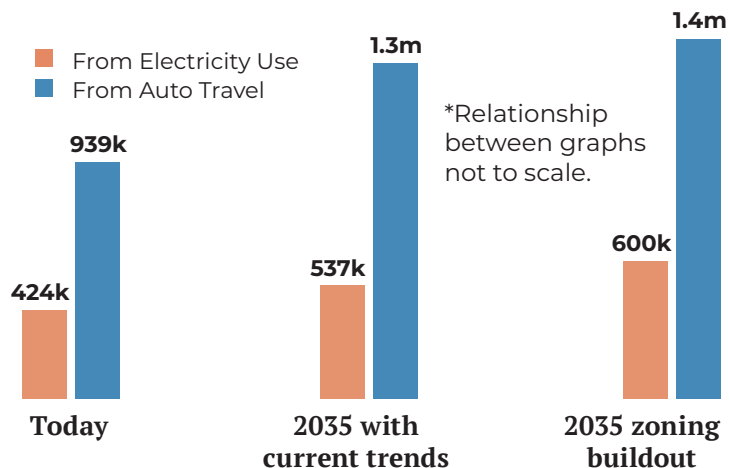
### PERCENTAGE OF TREE CANOPY



## GREENHOUSE GAS EMISSIONS

Greenhouse gas emissions (GhG) are known to pollute the air and cause long-term changes to climate. Emissions will increase in the future under either growth scenario. That's because the sources of emissions remain the same—such as electricity use in buildings and cars—and there will be more buildings and vehicles in the future if current development and transportation trends continue. Salem falls in the middle for GhG emissions per capita among major cities in Oregon.

### ANNUAL METRIC TONS OF CO<sub>2</sub>e

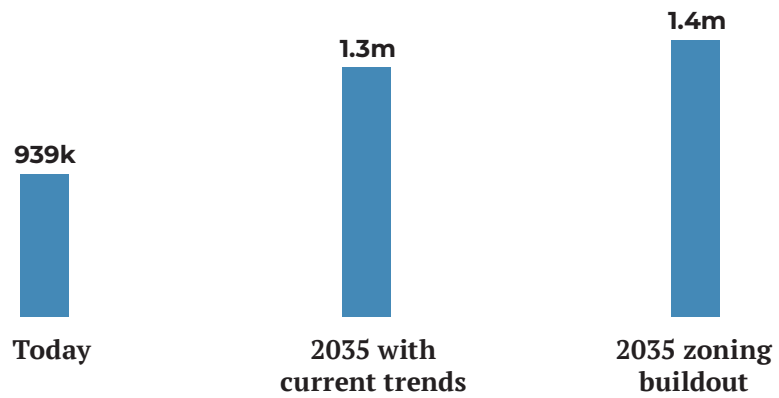




## AIR POLLUTION FROM TRAVEL

The total volume of carbon dioxide due to cars—more cars—will increase under each future scenario. Cities around the world are looking to reduce air pollution.

## ANNUAL METRIC TONS OF CO<sub>2</sub>e FROM TRANSPORTATION



### Our rating system

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We seem to be heading in the right direction. We are comparable with other cities. We are meeting goals or targets we set in the past.



Is this the right direction? Community members are sharing a desire for better outcomes. Other cities are working to improve in this area. Our current policies could be changed for different results.



We are not meeting targets we set for our city. We are falling behind other similar cities in this area.