

SCENARIO PLANNING KEY INDICATORS

More information about these indicators is available on our website:
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 Accidents	
Housing Affordability		Access to Frequent Transit		Average Wage		Annual Level of Service (Cost 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 and Trails								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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We seem to be heading in the right direction. We are meeting goals or targets we set in the past. We are comparable with other cities or are meeting national standards.



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.



HOW ARE WE DOING TODAY? HOW ARE WE GROWING?

How livable are our neighborhoods?

How strong is our economy?

How sustainable is our community?

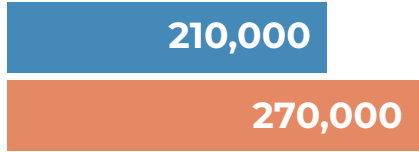
The City has launched a multi-year project to update the Salem Area Comprehensive Plan, which guides development in the Salem area. In spring 2019, we examined the existing conditions of our city—our vital signs. Specifically, we looked at how we’re doing today in 20 key “indicators” that community members 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

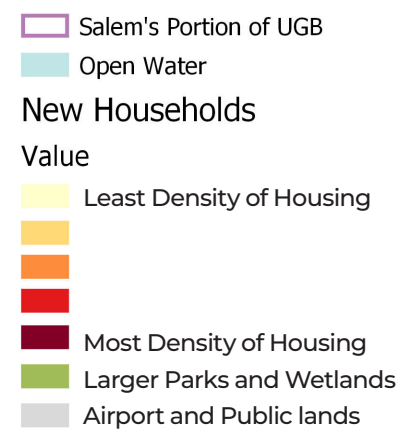
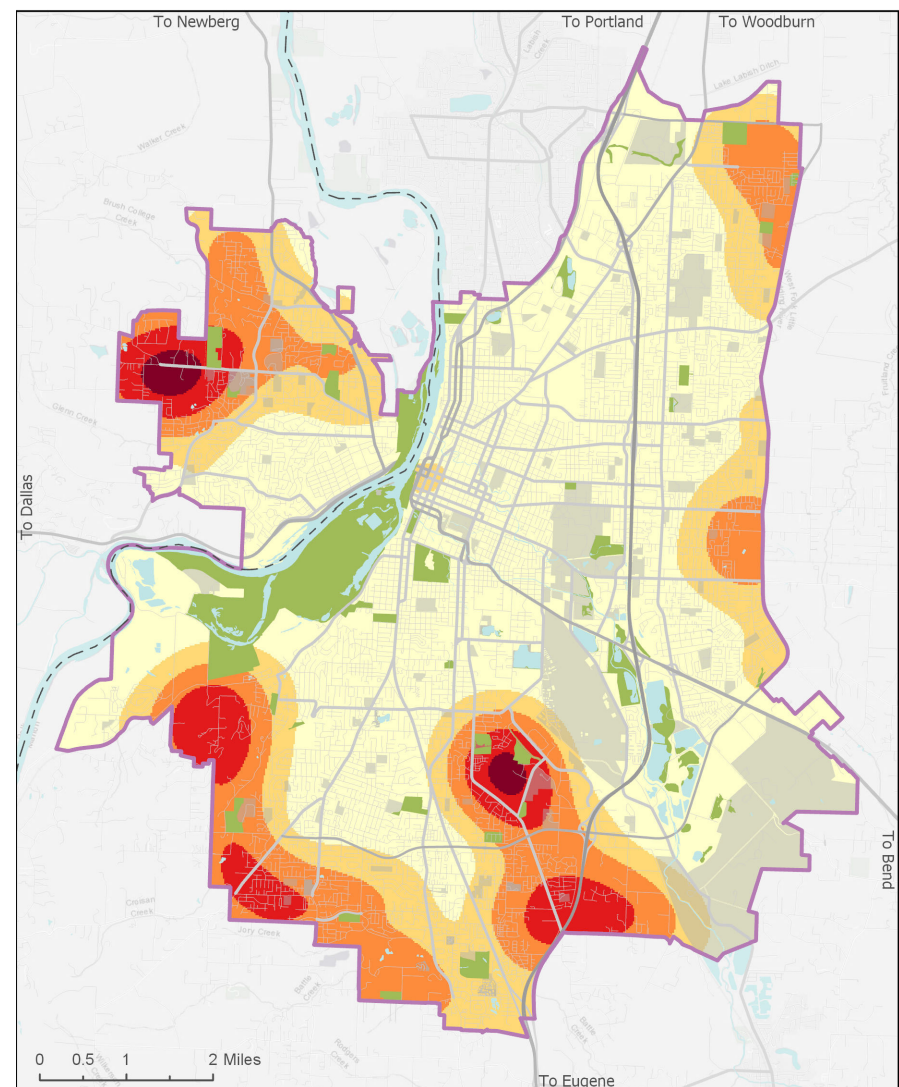
Housing development follows current trends on buildable land—
lower density than what is allowed.

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.

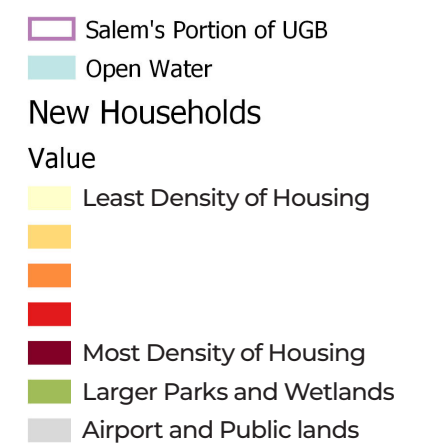
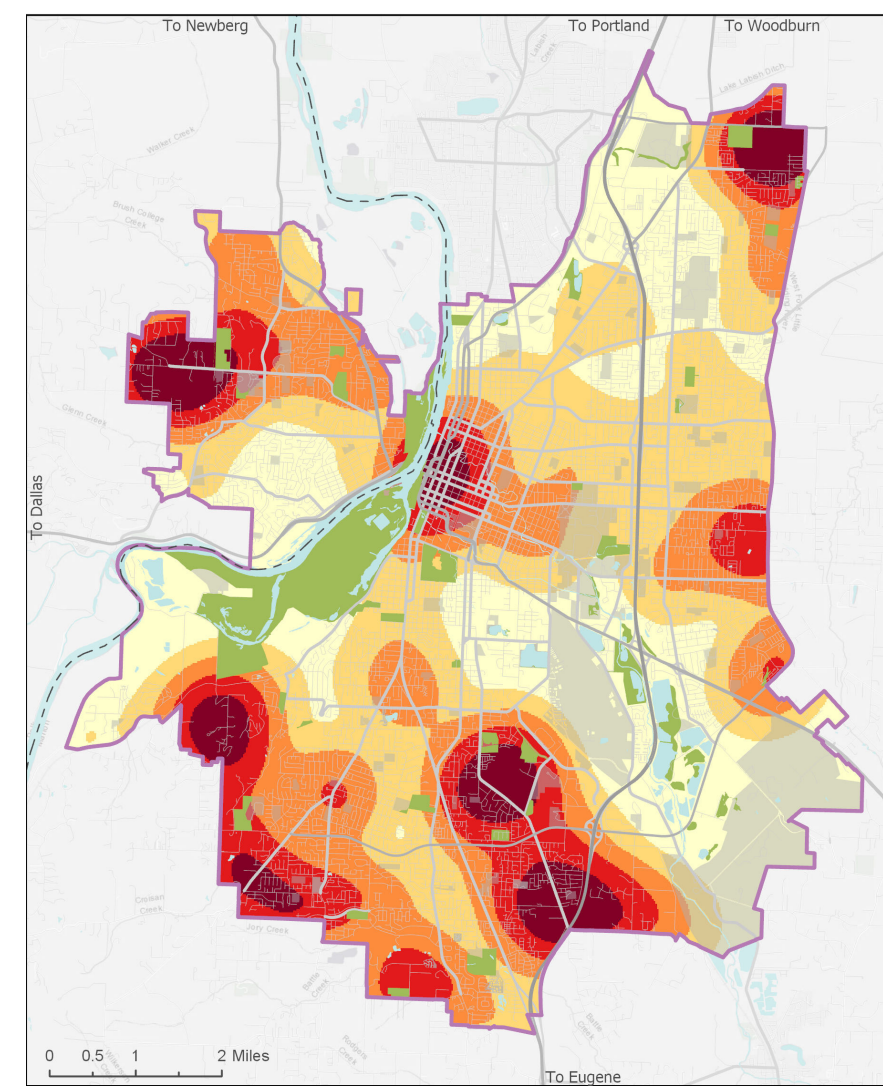


Population:
54,000 more people by 2035.

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:

www.cityofsalem.net/Pages/our-salem.aspx



Park Access
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

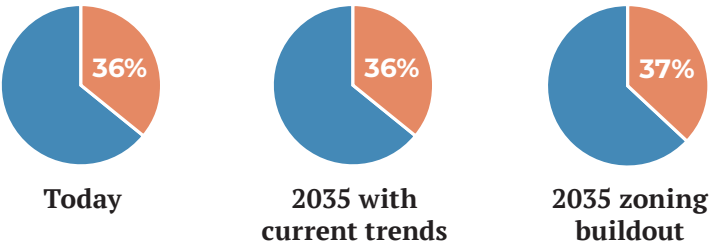
Are we heading in the right direction?



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



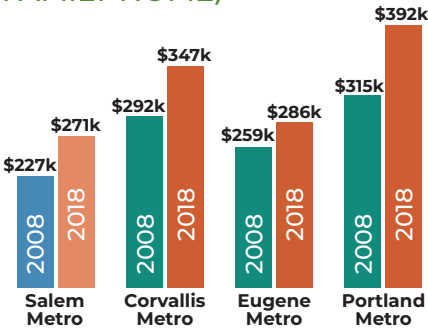
HOUSING AFFORDABILITY

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%**

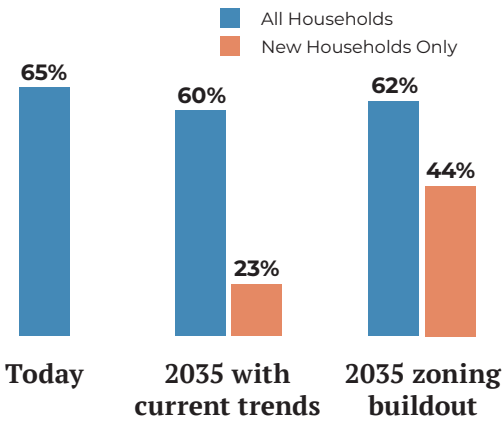
TREND OF RISING HOUSING PRICES (MEDIAN SINGLE FAMILY HOME)



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”

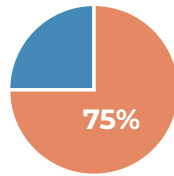




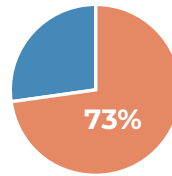
PROXIMITY TO PARKS

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.

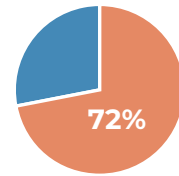
PERCENT OF PEOPLE WITHIN 1/2 MILE OF A PARK



Park access:
Today



Park access:
**2035 with
current trends**



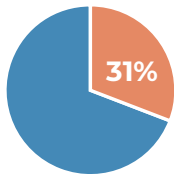
Park access:
**2035 zoning
buildout**



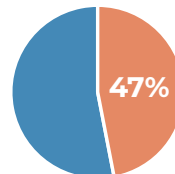
INFILL DEVELOPMENT/ REDEVELOPMENT

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.

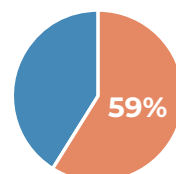
PERCENT OF NEW HOUSING THROUGH REDEVELOPMENT AND INFILL PROJECTS



Today



**2035 with
current trends**



**2035 zoning
buildout**



Our rating system

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Safe, Reliable, Efficient Infrastructure + Safe Community

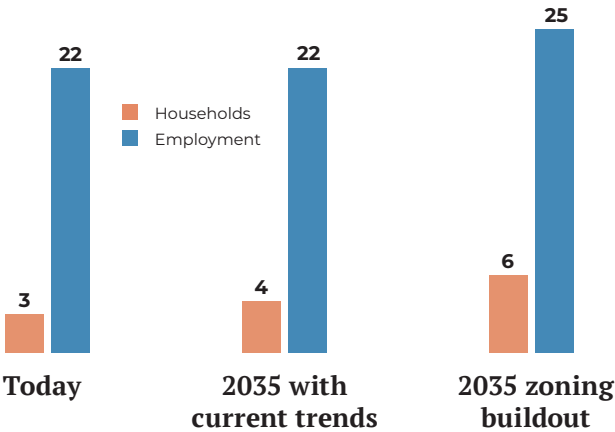
Are we heading in the right direction?



WALKING 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.

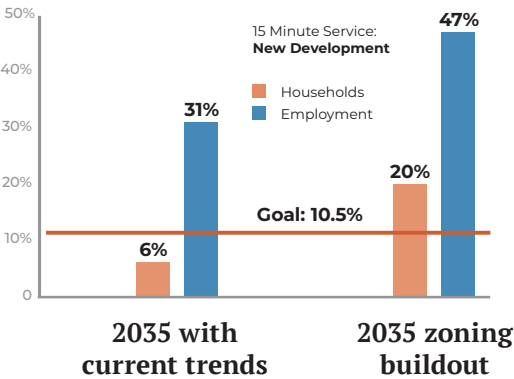
WALK AND TRANSIT FRIENDLINESS SCORE: 0-100



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.

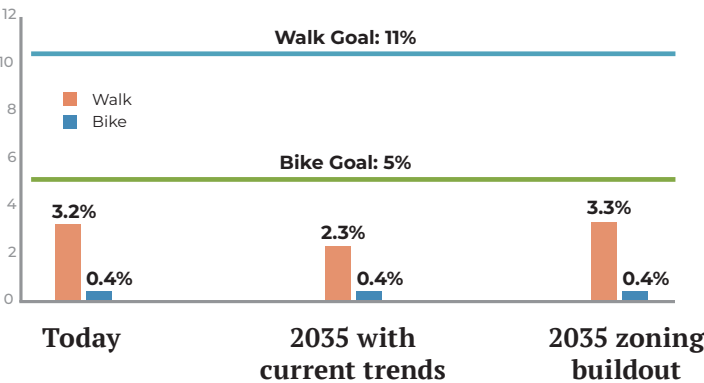
PERCENTAGE OF NEW HOUSEHOLDS WITHIN 1/4 MILE OF FREQUENT TRANSIT



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

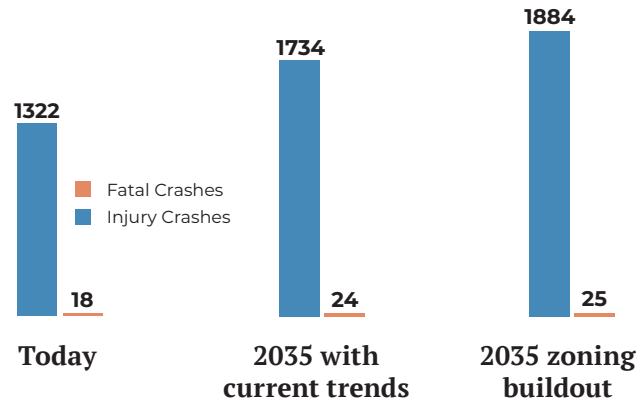




TRAFFIC AND PEDESTRIAN ACCIDENTS

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.

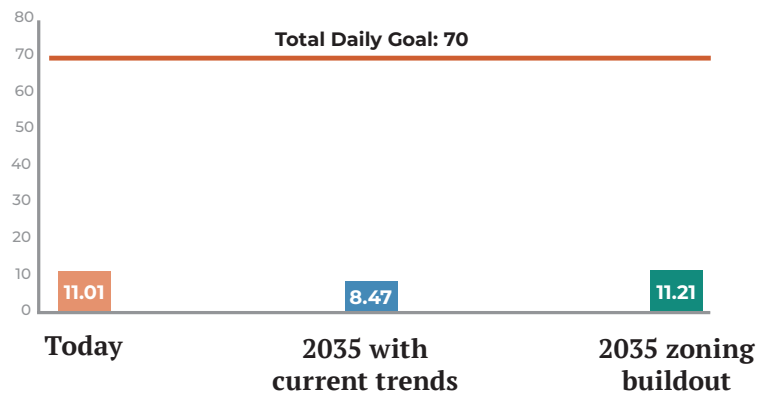
ANNUAL TRAFFIC CRASHES (INJURIES AND FATALITIES)



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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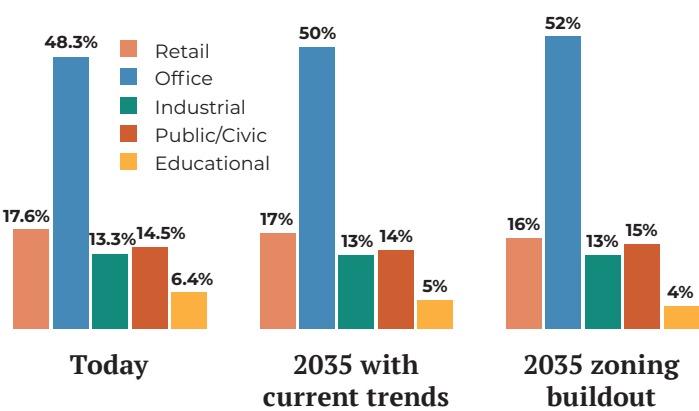
Strong and Diverse Economy + Good Governance

Are we heading in
the right direction?



EMPLOYMENT MIX

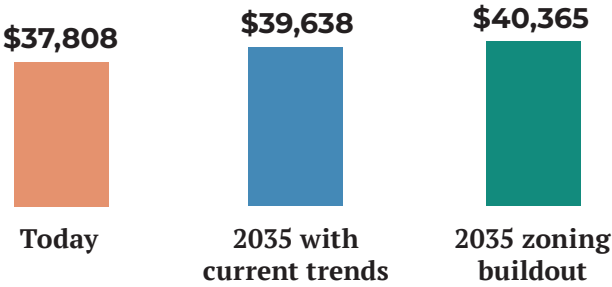
Office uses make up the largest proportion of jobs in Salem today, and are expected to make up a slightly larger share in the future. The percentage of jobs in retail, industrial, public sector, and education remains fairly steady in the future. Overall, we have a greater share of public-sector jobs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

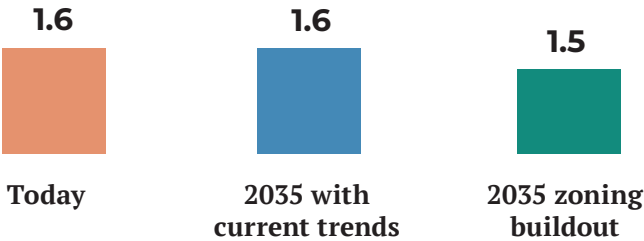
AVERAGE WAGES BASED ON TODAY'S ECONOMY AND TODAY'S DOLLAR



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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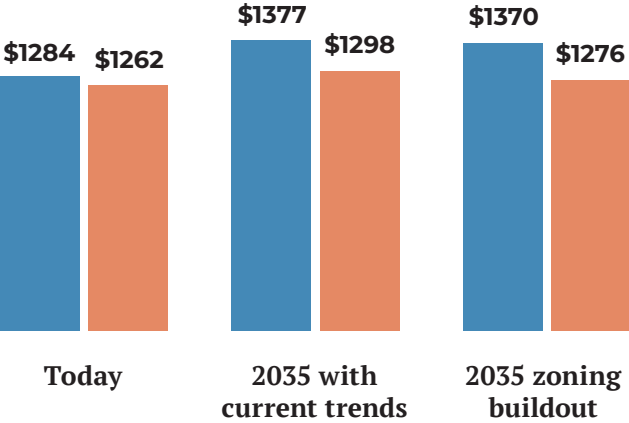


ANNUAL LEVEL OF SERVICE
(EXPENDITURES PER CAPITA)

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

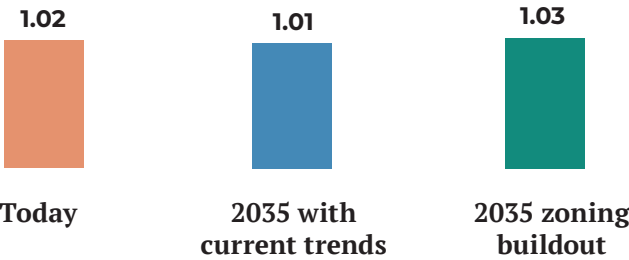
REVENUE AND
EXPENSES PER
CAPITA



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.

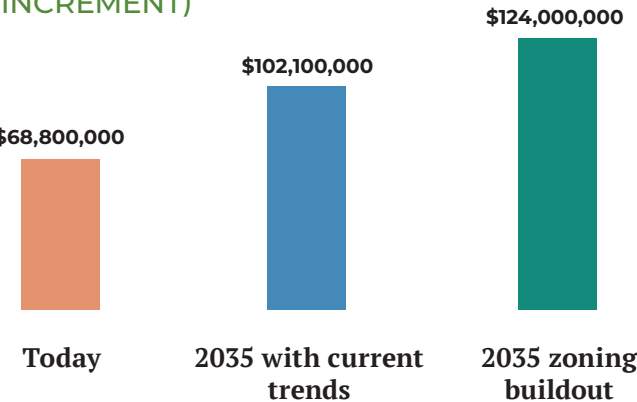
RATIO OF REVENUE TO COST



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

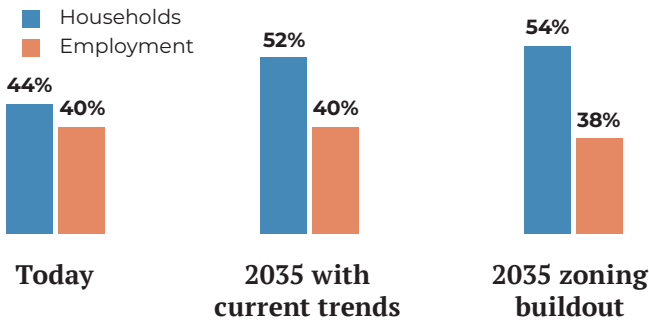
Are we heading in the right direction?



DEVELOPMENT IN SLOPES, FLOODPLAIN + RIPARIAN 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.

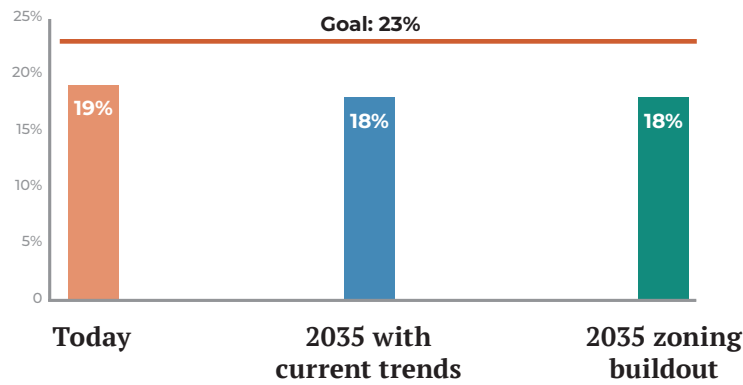
PERCENTAGE OF DEVELOPMENT IN ENVIRONMENTALLY SENSITIVE AREAS



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. Today: Tree canopy today: 19%; Target: 23%

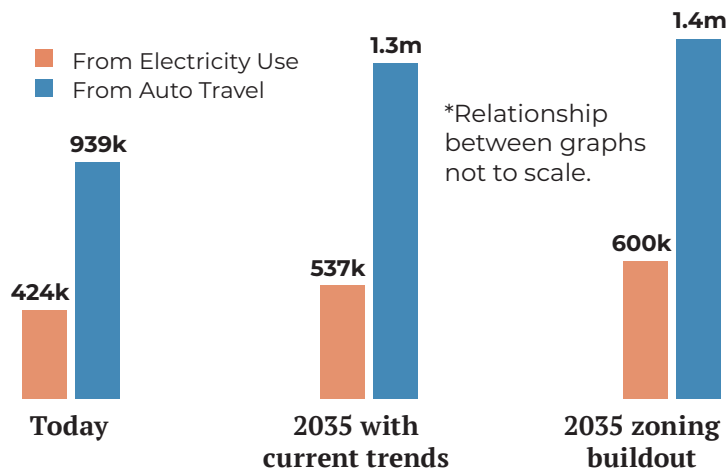
THE PERCENTAGE OF TREE CANOPY IN SALEM



GREENHOUSE GAS EMISSIONS

Greenhouse gas emissions (GHG) are known to pollute the air and cause long-term changes to climate. Total 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 car—and there will be more buildings and vehicles in the future if current development and transportation trends continue. Compared to other major cities in Oregon, though, Salem's GHG emission per capita today is among the lowest.

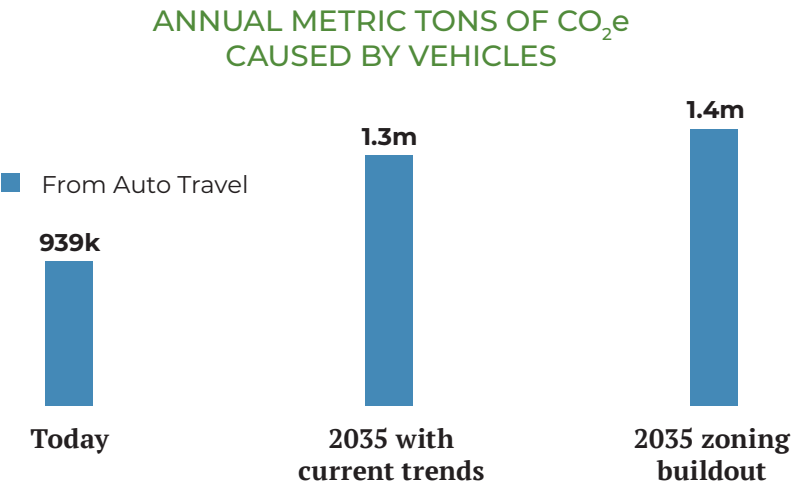
ANNUAL METRIC TONS OF CO₂e





AIR POLLUTION
(TRANSPORTATION-RELATED)

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.



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.