

SALEM VA



**PRIDE AND PROGRESS
PLANNING FOR EXCELLENCE**

COMPREHENSIVE PLAN OF THE CITY OF SALEM, VIRGINIA

APPROVED - JUNE 11, 2012



**PREPARED BY:
CITY OF SALEM PLANNING COMMISSION
WITH ASSISTANCE FROM:
SALEM CITY COUNCIL
AND
SALEM CITIZENS' REVIEW COMMITTEE**

Comprehensive Plan of the City of Salem, Virginia

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Acknowledgements		i
Table of Contents		ii
Listing of Charts and Tables		iii
Chapter I	Introduction	1
	Introduction	
	Authority	
	Contents of the Plan	
	Communication	
	Planning Horizon	
	Community History	
Chapter II	The Planning Process	7
	Introduction	
	The Planning Process	
	Success Factors	
	Stakeholder Interviews	
	Demographic Analysis	
	Community-wide Meetings	
	The Digital Age	
	Development of Goals, Objectives and Strategies	
	Plan Development and Community Review	
Chapter III	Demographic Analysis	11
	Population	
	Housing	
	Economy	
Chapter IV	Goals, Objectives and Strategies	34
	Economic Development	34
	Education	37
	Government Services	39
	Housing and Neighborhoods	46
	Land Use and Community Appearance	49
	Open Space	54
	Transportation and Infrastructure	56
Chapter V	Land Use Maps	65
	Existing Land Use Map	
	Future Land Use Map	
	Tax-Exempt Property Map	

Listing of Tables and Charts

<u>Tables</u>		<u>Page</u>
Table 1	Percent Population Change in Roanoke Valley Area	13
Table 2	Educational Statistical Data for the City of Salem	17
Table 3	Elementary and Secondary Public School Enrollments	21
Table 4	Population Changes by Natural Increase	22
Table 5	Population Changes by Migration	22
Table 6	Average Household Size	24
Table 7	Projected Employment by Sector	30
Table 8	Number of Jobs in Roanoke Valley Area	30
Table 9	Average Weekly Wages 2000	33
Table 10	2010 Recycling Rates for the Region	60

Charts

Chart 1	Population of Salem	12
Chart 2	Population Projections	14
Chart 3	Median Age of Residents	14
Chart 4	Population Distribution by Age	15
Chart 5	Population Distribution in Salem	16
Chart 6	Public School Enrollment (K-12)	20
Chart 7	Public School Enrollment by Division	21
Chart 8	Educational Attainment	23
Chart 9	Family and Non-Family Households 2010	25
Chart 10	Household Units by Type	26
Chart 11	Salem Residential Building Permits	26
Chart 12	Median Value of Owner Occupied Units 2010	27
Chart 13	Average Sale Price of Salem Homes	28
Chart 14	Employment by Industry Sector	29
Chart 15	Unemployment by Locality in the Roanoke Valley Area	31
Chart 16	Where Salem Residents Worked – 2000	32
Chart 17	Place of Residence – Commuting to Work in Salem	32
Chart 18	Median Household Income	33

INTRODUCTION



This document is the Comprehensive Plan for the City of Salem, Virginia. It was prepared under the direction and guidance of the Salem Planning Commission, Salem City Council and the Salem Citizens' Review Committee. Work on the previous plan update was conducted in the Summer of 2001 and was completed in March 2003. The plan was revised in 2012 under the guidance of the Salem City Council, Salem Planning Commission, Salem City Staff and Salem City citizens.

A comprehensive plan is a long-range planning tool for a community. A good plan identifies local issues, evaluates local trends and conditions, and contains community goals, objectives and strategies that help guide decision making and public investment. Good plans also contain timeframes for implementing major plan strategies. Timeframes for implementation allow a community to evaluate its progress, and serve as a measuring stick for success.

To be effective and valid, a plan must be based upon the knowledge, values, and aspirations of a community's citizens. Community involvement was one of the guiding principles governing the preparation of this plan. Several hundred Salem citizens contributed to its development. Every citizen contributed their time, ideas, aspirations, and vision for Salem's future. Stakeholder interviews, citywide meetings, and community work sessions were all used as strategies to maximize the citizen participation, which was crucial to the development of this plan. Salem City staff was instrumental in providing information about current City operations and contributing their knowledge in the development of this plan's goals, objectives, and strategies.

"A good plan contains community goals, objectives, and strategies that help guide decision making and public investment"

This plan is an official public document adopted by the Salem City Council on June 11, 2012. The plan can be used as a long-term guide for land use decisions related to growth and development within the City. The plan also can be used as a general guide that outlines public priorities and directs expenditures for public facilities and programs.

Authority

The Code of Virginia, in Sections 15.2-2223 through 15.2-2236 provides the legal foundation of comprehensive plans and the planning and adoption process within the state. These sections lay out the content of the plan and the adoption process. In addition, Section 15.2-2232 provides for the review of proposed public facilities for consistency with the plan. Known as 2232 review, the Code requires that the facility be "substantially in accordance with the adopted comprehensive plan," working within the fundamental concept that the plan will depict "the general or approximate location, character and extent of each feature."

The comprehensive plan is a guide for, among other items, the locality's land use decisions, zoning ordinance text amendments, public facilities planning and growth management. A

comprehensive plan isn't the only guide or reference that a locality should consider in relation to these matters, but it is the document upon which the courts have placed significant emphasis. Plans that have been carefully prepared with appropriate studies, are internally consistent, and are grounded in sound planning principles, generally avoid claims of decisions being arbitrary or capricious.

A plan, with accompanying maps, charts, and descriptive matter may include, but need not be limited to:

1. The designation of areas for various types of public and private development and use, such as different kinds of residential, business, industrial, agricultural, mineral resources, conservation, recreation, public service, flood plain and drainage, and other areas;
2. The designation of a system of transportation facilities such as streets, roads, highways, parkways, railways, bridges, viaducts, waterways, airports, ports, terminals, and other like facilities;
3. The designation of a system of community service facilities such as parks, forests, schools, playgrounds, libraries, public buildings and institutions, hospitals, community centers, waterworks, sewage disposal or waste disposal areas, and the like;
4. The designation of historical areas and areas for urban renewal or other treatment;
5. The designation of areas for the implementation of reasonable ground water protection measures;
6. An official map, a capital improvements program, a subdivision ordinance, a zoning ordinance and zoning district maps, mineral resource district maps and agricultural and forestal district maps where applicable;
7. The location of existing or proposed recycling centers; and
8. The designation of areas for the implementation of measures to promote the construction and maintenance of affordable housing, sufficient to meet the current and future needs of residents of all levels of income in the locality while considering the current and future needs of the planning district within the locality.

The Code of Virginia provides guidance on what a comprehensive plan may contain.

Contents of the Plan

The City of Salem has demonstrated a commitment to thoughtful and coordinated development through its solid history of comprehensive planning. Plans have reflected issues of importance at the time of its adoption as we have worked to maintain the importance of the city's character and quality of life. Through regular update of its plan, the City of Salem has assured the plan remains relevant and useful. Regular updates also have ensured departments and agencies outside of Community Development and Planning are aware of the plan and incorporate it into their work programs.

The plan has been prepared under the direction and guidance of the Salem Planning Commission and the Salem Citizens' Review Committee, made up of a diverse group of citizens, business owners, elected officials, appointed officials, city leaders and employees. Our last update was completed in March 2003 and in subsequent years the plan has received minor revisions. This update, adopted on June 11, 2012, is the product of more than a year's worth of soliciting input.

Communication

The process by which a comprehensive plan is developed may perhaps be considered nearly as important as the document itself. The City engaged several hundred Salem citizens through stakeholder interviews, citywide meetings and community work sessions to maximize the citizen participation. Public outreach provided another venue for participation. With the far-reaching nature of technology today we engaged social media to announce meetings, to solicit input, as well as keep the public informed on the progress of the plan itself.

Planning Horizon

The year 2020 was chosen as the planning horizon for this document.

By law this comprehensive plan shall be reviewed by the Salem Planning Commission at least once every five years. Each of these future plan reviews can serve as the basis to formally evaluate Salem's progress and community success and the continued appropriateness of the plan's goals, objectives, and strategies.

Community History

The earliest residents of what would become Salem, Virginia are known only through archaeological evidence going back as far as 8000 B.C. Although the first Indians only passed through the area in hunting parties, Native Americans began establishing semi-permanent villages shortly after discovering they could cultivate agricultural products such as corn and beans. Batts and Fallam, the first known European explorers in our area, are believed to have stopped in modern Salem where they visited a riverside village of the Totera (or Tutelo) Indians in 1671. Over ensuing generations, intertribal warfare, European diseases, and conflict with settlers decimated the Native population. By the time Europeans began to filter into the Roanoke Valley in the mid-18th Century, the area had been depopulated and was ideal for frontier settlement.

The best known of the early settlers here was pioneer and patriot Andrew Lewis. His frontier estate, Richfield, was in the vicinity of the modern Civic Center. An experienced frontier fighter and colleague of George Washington, Lewis led colonial forces against the Shawnee at the Battle of Point Pleasant in 1774, chasing out of Virginia the last hostile Indian force and securing the Ohio River frontier for the coming Revolution. In the War for Independence, Lewis evicted from Virginia the last British royal governor, Lord Dunmore, at the Battle of Gwinn Island. Fort Lewis, a colonial era fort in modern West Salem, was named in his honor.

After Lewis' death, his heirs sold off portions of his land. James Simpson, an investor who possibly served with Lewis at Point Pleasant, purchased 31-acres for \$100 in 1800. On it, he platted a town with the intention of making his fortune. He named the town Salem, although the Bryans, early settlers from Salem, New Jersey, also are credited with bringing the name with them.

On June 4, 1802, Simpson sold his first lot to one Susannah Cole, a transaction since considered to be the establishment of the town. In 1806 Salem was granted its first charter by the state legislature. By then Simpson had departed Virginia and disappeared from the historical record.

While many upstart towns were begun in Western Virginia, few survived infancy. That Salem not only survived but thrived may be credited to five factors. First, the Great Road, the main thoroughfare for travelers headed into the unsettled west, brought a constant stream of customers to local stores and taverns. Next, in 1816 the Roanoke Navigation Company was established to promote riverboat traffic on the Roanoke River, which led to Salem's first "boom." Then in 1838 Salem was chosen as the county seat of the new Roanoke County, which meant that every resident of the county had to visit several times a year, taking the opportunity to buy supplies and sell their crops while in town. In 1847 a school, soon renamed Roanoke College, relocated to Salem, changing the character of the town for the better. Finally, in 1852, the arrival of the Virginia and Tennessee



Railroad through Salem guaranteed economic vitality for the town. In fifty years, the wagon road wayside of a few log cabins had grown into a thriving college town, political center, and railroad hub.

It was that very railroad that would make Salem a target in the Civil War. While many from the Roanoke Valley enlisted and fought in every major battle of the conflict, the war only intruded into Salem twice. In 1863 Union General William Averell raided the town, destroying the railroad depot, a warehouse of military stores, and a flour mill, but spared the rest of the town. Six months later, in June 1864, forces under General David Hunter retreated through Salem after being turned away from Lynchburg. Just north of town at Hanging Rock, Confederate forces caught up with Hunter and fought a small pitched battle. While a Confederate victory, it was too small and too late in the war to stem the tide of defeat for the south. One well-known Salem unit, the Salem Flying Artillery, was credited with firing the last artillery shot of Lee's Army of Northern Virginia at Appomattox.

Following the Civil War, Salem faced a period of great adjustment and great civic change. After putting the traumas of war behind, the citizens of Salem set out to better their community. In addition to repairing streets and bridges after years of neglect, the town worked to establish free public schools for both white and black children. In the 1880's the arrival in the valley of a new railroad (soon called the Norfolk and Western) brought an impressive wave of growth. Though felt most keenly in the neighboring village of Big Lick, which exploded into the thriving City of Roanoke, this wave brought ancillary effects to Salem. The "Great Land Boom" caused property values to skyrocket and incited a wave of speculation and investment. The population of Salem more than doubled in ten years, while new businesses, factories, and amenities such as electricity and telephones came to town.



The Boom fizzled in the national economic slump of the early 1890's, but by then Salem had changed forever.

In the 20th Century Salem concentrated on delivering to its steadily growing population superlative civic services. New schools, paved roads, and reliable water sources were needs that were demanded and met. If international affairs cast a pall on some of this success—fifteen people from Salem died in World War I and as many in the Great Flu Epidemic—the town carried on with aplomb.

In 1922 the adoption of the council-manager form of government in Salem led to an increased emphasis on the improvement of public works. The town paved more streets in order to accommodate the increased automobile traffic through town, improved fire protection, and emphasized improvement of schools and public parks. Since 1922 appointed managers and elected councils have worked together to offer Salemites an unmatched level of services.

The Great Depression, however, stunted growth. While the effects of the economic setbacks were less intense in Salem than elsewhere, locals suffered in countless ways.

Welfare recipients in Roanoke County increased from 263 families to 1,407 families in a matter of months. Construction of the Veterans Hospital and the Blue Ridge Parkway helped to alleviate some of the local unemployment.

Salem played a surprisingly active role in World War II. Local men and women enlisted in large numbers, and forty-three paid the ultimate sacrifice. Machined parts manufactured in a local foundry were used to construct the atomic bombs which ended the war.

The 50's and 60's saw further wave of growth, much through the annexation of adjacent land from Roanoke County. With the addition of South Salem in 1953 and an eastern tract in 1960, Salem was the largest town in Virginia with a population of more than 16,000. A few years later the threat of annexation by nearby Roanoke City prompted Salem's council to pursue city status. On December 31, 1967, the Town of Salem officially became the City of Salem.

In modern times Salem has developed a nationwide reputation as a sports town, bringing to the community dozens of collegiate and amateur tournaments and championships. Most notably, Salem has hosted the Amos Alonzo Stagg Bowl, the NCAA Division III football championship, since 1993. The emphasis on sports marketing and tourism has significantly contributed to the local economy.

For more than two centuries now, the City of Salem has remained a superb place to live, retaining its old-fashioned, small-town community feel while providing residents some of the highest quality schools, facilities and services in Virginia. The development of the Moyer Sports Complex, the Salem Recreation Center, and the Salem Senior Citizen Center, the expansion of Longwood Park and the renovation of Lake Spring Park have enhanced the recreation and leisure opportunities for all Salem residents. The construction of the Salem Rescue Squad facilities and the expansion of the Salem Police and Fire Department facilities have helped to ensure that high quality public safety services are provided. The Farmers Market and Main Street Beautification project brings vibrancy and people to downtown. In addition, the opening of the Salem Civic Center in 1967, LewisGale Hospital in 1972, Salem High School in 1977, Salem Stadium in 1985, the Salem Museum in 1992, Memorial Stadium in 1995, and the Salem Visitors' Center in 1997 have all contributed to making Salem a thriving, progressive city.

THE PLANNING PROCESS

In 2010, the Salem Planning Commission, in consultation with Salem City Council embarked on the preparation of a new Comprehensive Plan for the City. Salem's previous plan had been prepared in 2003 and had served as an effective guide for community decision making. Salem also had an interest in developing and adopting new zoning and subdivision ordinances for the City. A new comprehensive plan would provide a strong legal basis for the preparation and adoption of these land use implementation tools. The 2003 plan, and especially its themes, provides a foundation for the 2012 plan.

The Planning Process

Community involvement was one of the principles guiding the preparation of the 2003 plan and the 2012 update. The Planning Commission and City Council desired to undertake a planning process that was inclusive of a broad cross section of citizen perspectives on issues affecting the future growth and development of the community. Several major land use issues in the late 1990's heightened citizen interest in community planning and the role of the comprehensive plan in major land use decisions. Involving a broad cross-section of the community in the development of the new plan would help to insure that citizen perspectives were understood and considered.

In 2003 the Commission and Council appointed a twenty-one member Citizens Review Committee (CRC) to oversee and guide the plan update process. The Committee was comprised of thirteen Salem residents plus Commission members, and representatives of Council and City staff. The committee was involved in all phases of the plan update process. For the 2012 update of the plan, the committee included five citizens along with Planning Commission and Salem City Council.



The plan update process began Summer 2001. The Commission and CRC approved a general timeframe for the update process (19 months), and chose 2020 as the planning horizon for the document. A "theme" of *Salem: Pride and Progress: Planning for Excellence* was chosen to give identity to the planning initiative. This theme emphasized the Commission's and community's interest in developing a plan that recognized Salem's strong civic pride and the community's historic progress and future possibilities. The planning horizon for the 2012 update remains as 2020.

Success Factors

The Citizens' Review Committee began its work on the plan by identifying and discussing factors that were key to a successful plan update. The committee believed that the following factors would contribute to a successful plan and planning process:

- A community involvement process that engaged all aspects of the community so that all citizen perspectives could be heard and considered;

- The education of the Salem citizenry on the local government planning process and local planning issues;
- The involvement of Salem's youth population;
- An atmosphere of "give and take" where issues were openly discussed;
- The development of a plan that was defensible and looked at the "big picture." The plan would contain recommendations that were practical and "doable";
- Keeping on schedule in order to complete the plan on time; and
- The development of action plans to guide community decision making and investments.

To achieve these success factors, the Commission and CRC designed a planning process that emphasized involvement of a cross-section of Salem's population and drew upon the knowledge and expertise of CRC members and City staff to identify local issues and develop goals, objectives and strategies for the plan.

..."A successful planning process will have an atmosphere of give and take, where issues are openly discussed..."

Specific components of the planning process are as follows:

Stakeholder Interviews

Involvement of the broader community began early in the plan development process. In August and September 2001, Salem City Council and staff identified approximately thirty community stakeholders who had extensive knowledge of Salem. Interviews were conducted with each stakeholder. The stakeholders represented a broad cross-section of business, civic, education and government interests in the community. Most of these individuals were actively involved in civic affairs and had knowledge and opinions of current issues.

From these interviews, seven recurrent "themes" emerged. These themes provided a glimpse of community issues and values, and were useful to the development of an initial understanding of broader community perspectives. The themes identified from the interviews were used and evaluated in the 2003 and 2012 updates of the plan:

- Economic Development
- Education
- Government/Quality of Life
- Housing and Neighborhoods
- Land Use and Community Appearance
- Open Space
- Transportation and Infrastructure

The CRC reviewed the themes. They were the original basis of this plan's goals, objectives, and strategies and helped to structure the content of community-wide meetings held the Fall of 2001, Spring of 2011, and Spring of 2012.

Demographic Analysis

City staff prepared a population and economic analysis of Salem. The analysis focused on population, housing and economic characteristics and trends in the Salem community (See Chapter III). This “quantitative look” at Salem was reviewed by the planning team, and was made available to the task groups that developed the goals, objectives, and strategies in this plan. The data provided a strong basis for plan discussions centering on community growth trends and economic viability.

Community-Wide Meetings

During the community-wide meetings held at the Salem Civic Center, citizens participated in the workshop-style meetings. Participants reviewed the demographic information, as well as information on Salem’s land use, transportation and community facility characteristics. Most of the meeting was devoted to small group sessions that allowed participants to offer ideas on local needs and issues. Seven small group sessions were held. Each session focused on one of the seven identified “themes.” CRC members, as well as City staff served as facilitators for the small group discussions.



All comments from the small groups were recorded and summarized. The summary information was reviewed by the CRC and was available to the task groups that developed the goals, objectives, and strategies contained in this plan.

In keeping with the successful workshop format, two community meetings were held for the plan update of 2012. City Council, Planning Commission members and City staff met with citizens on March 3, 2011 and again on March 8, 2011 at the Salem Civic Center. The format for the meetings was small group sessions as citizens had the opportunity to review zoning, land use, schools, government services, community appearance, open space, housing and infrastructure. City Council, Planning Commission, citizen representatives and staff reviewed and summarized the information.

A third community meeting was held at the Salem Civic Center on May 7, 2012 after the plan was initially drafted. The planning team met with individuals in small groups to discuss the plan and receive input on the draft.

The Digital Age

The revision of the plan in 2012 gave new tools to the City to solicit input. Using the internet as a tool, a comment area was provided on the City website, and the City also received electronic mail responses to requests for input. The internet allowed citizens the time to leisurely provide thoughtful responses from the comfort of their homes. The information received was reviewed by the planning team of City Council, Planning Commission, citizen representatives and City staff. Additionally, the 2003 version of the comprehensive plan and the 2012 draft of the plan were available on the City website.

Development of Goals, Objectives and Strategies

During the winter and early spring of 2002, the CRC took on the task of developing goals, objectives, and strategies for the plan. Seven task groups were formed. Each CRC member served on one or more task groups. The membership of each of the task groups was comprised of CRC members and City staff members who had significant knowledge and experience in the topic assigned. These task groups developed goals, objectives, and strategies in the areas of:

- Economic Development
- Education
- Government Services
- Housing and Neighborhoods
- Land Use and Community Appearance
- Open Spaces
- Transportation and Infrastructure

Plan Development and Community Review

During the earlier plan update, the Planning Commission held a public hearing on the plan on February 12, 2003 and thereafter forwarded its recommendation to City Council. Council held a public hearing and adopted the 2003 City of Salem Comprehensive Plan on March 10, 2003. In 2012, the Planning Commission held a public hearing for the revised version on May 16, 2012, and forwarded a recommendation to City Council. City Council held a public hearing and adopted the plan on June 11, 2012.

The process used to develop this plan addressed many of the success factors identified early in the planning process. The community interviews, meetings, workshops, and task groups helped to ensure broad participation in plan development. Workshop participants and CRC members were educated on many land use and community planning issues. The task groups that developed the plan's goals, objectives, and strategies were characterized by the give and take atmosphere deemed important to a successful process. Finally, the process produced a plan that looks at the "big picture," and contains recommendations that are practical and "doable."

DEMOGRAPHIC ANALYSIS

Background

This section contains an analysis of Salem’s demographics with a focus on population, housing, and economic trends. This data was collected and analyzed to provide quantitative perspectives on growth and development trends.

The data presented is primarily from the United States Census Bureau and the Virginia Employment Commission, though some is from local records. When available, an attempt has been made to present the data in time series format, setting it in a historical context to provide perspective and to aid in the analysis of trends.

Due to the varying intervals of the surveys from which the sources derive their data, the reference years are not always the same across different information. Data items which are from the Census are presented with data points occurring every ten years since the survey is decennial. Other items are triennial (every three years), or even quinquennial (every five years). Additionally, recent changes in the way the surveys are conducted mean that sometimes the information collected today differs from that which was previously collected. All attempts have been made to present the data as clearly as possible.

Salem Generally

Salem continues to be a growing, vibrant urban area, and is experiencing fluctuations and trends common to the small-scale Independent Virginia City, and the Commonwealth overall. The population of Salem continues to grow, albeit slowly. Since the so-called moratorium on annexation in Virginia, most independent cities have had slightly negative population growth, as build-out and suburbanization cause new growth to occur on the outer urban fringe beyond the city’s boundary. Thus far this effect has not occurred in Salem. This is primarily a testament to the amount of still buildable land within city limits (estimated to be about 15% at this time), and influenced by the historically slow-but-consistent growth rates of the Roanoke Valley, and the geographic terrain which encourages concentration in the already urban areas of the valley floor. Future population growth will hinge on decisions about residential infill development, primarily of several large currently undeveloped tracts, and of increasing residential interest in downtown.

The median age of Salem residents is increasing, a national trend, though the increase is less than that of some surrounding localities. The average age of 40.5 is above the state average of 37.5, but is in the middle of the range of other area localities. Public school enrollment remains relatively constant, though has trended upward slightly with population growth. Salem is currently experiencing a net in-migration, bringing people from other areas of the country, and the world to the community.

Salem has a varied economic base, with large numbers of employment in construction, manufacturing, retail, education, health care, and accommodations and food service. A wide variety of companies call Salem home, many with national and regional importance. This wide and varied economic base makes Salem more resilient to economic shock, a factor in its relatively low unemployment rate. Several areas which are important to Salem, such as health care, are forecasted to grow significantly in the next decade. The retail cluster on

West Main Street, and the medical cluster around LewisGale, are stronger today than they ever have been previously. Downtown has more business and vibrancy than at any time since before the 1980's.

Approximately ten thousand more people commute into Salem for their jobs every day than drive out of it to work elsewhere dispelling any idea of Salem as a bedroom community. It is home to several institutions of higher learning, municipal government, some county government functions, state and federal agencies, two major regional medical centers, top-shelf retail, and many local small businesses of all varieties. The number of businesses, employers, and the demand for commercial and office space is expected to increase in the future as primarily residential growth occurs around Salem in the areas outside its boundaries.

Population

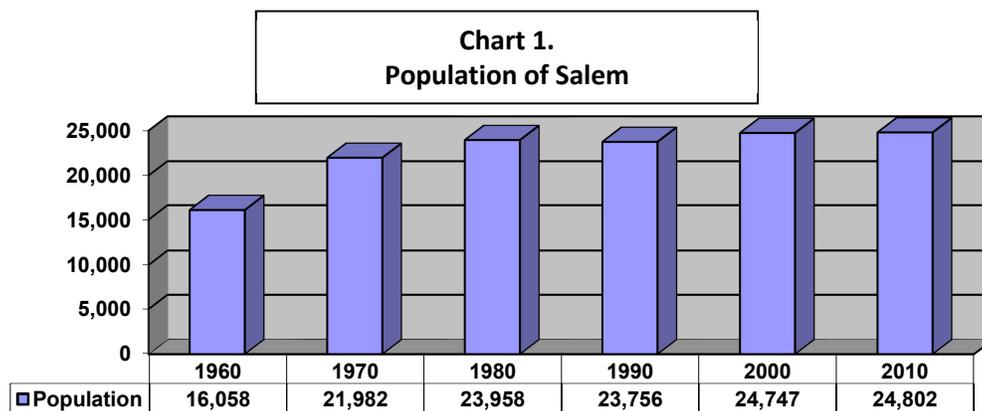
This section describes Salem's growth and population characteristics. It highlights increases in the city's population and cites a projected growth rate of -2.77% between the years 2010 and 2020. Other trends can be seen, such as changes in age distribution, public school enrollment, birth/death rates, and mobility. Relevant information on surrounding localities is included where it can provide a larger perspective on trends.

General Population Characteristics

Chart 1 shows population totals for Salem from 1960 to 2010. Of the years shown here, the decade between 1960 and 1970 had the largest increase in population (36.9%), mostly due to annexation. There was a small population decrease (less than 1 %) between 1980 and 1990.

Population totals for much earlier years are found in the Virginia Statistical Abstract. The Town of Salem, which was chartered in 1806, had a population of 612 persons by the year 1860 and 4,159 by 1920. A large increase occurred between 1950 and 1960 when the town's population grew 135%, from 6,823 persons in 1950 to 16,058 persons in 1960.

Salem became an independent city in 1968, and prior to that time, the town's population was included in the Census totals for Roanoke County. The change in Salem's status in 1968 is reflected in the reduction in Roanoke County's population between 1960 and 1970.



Source: U.S. Census Bureau

Salem was the first locality established within the Roanoke Valley. Other communities in the Roanoke Valley that are within the Roanoke Metropolitan Statistical Area (MSA) are Botetourt County, Roanoke County, and Roanoke City. Salem’s growth rate from 1980 to 2010 was 3.5%. Roanoke City’s population declined 3.2% since 1980. As a result of Salem’s growth over the last two centuries, it has very little developable land left within its boundaries. Roanoke and Botetourt Counties in the MSA have land available for development and have experienced larger growth rates since 1980.

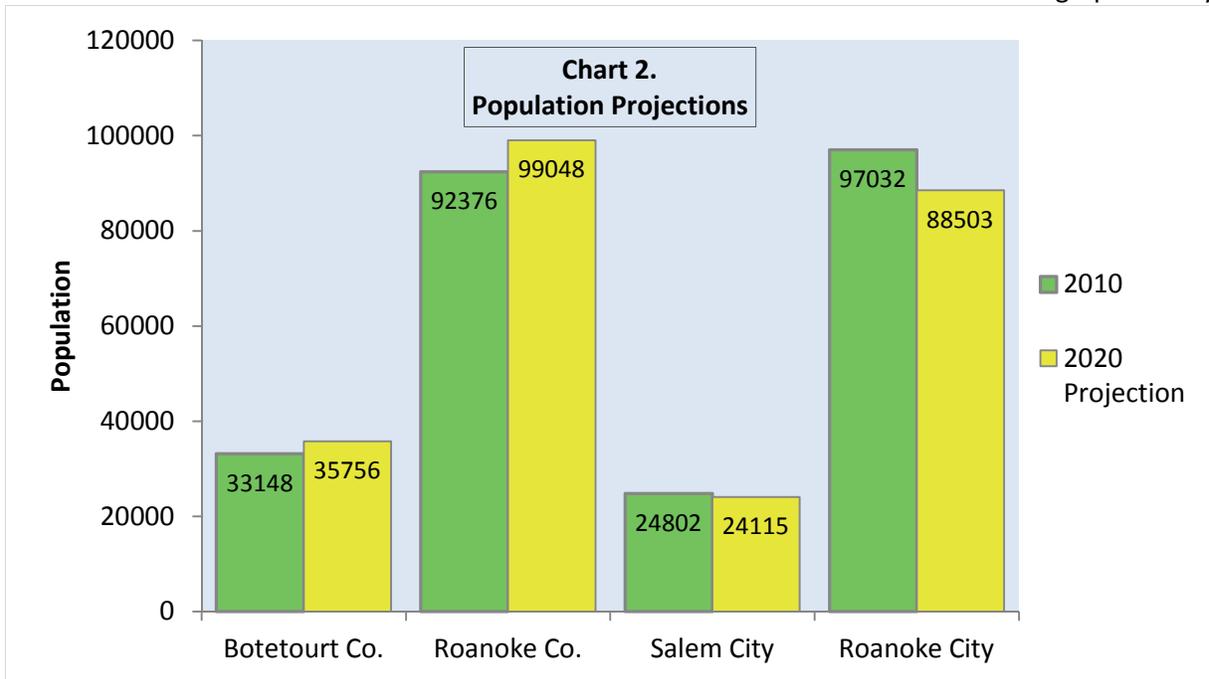
Table 1.
Percent Population Change in Roanoke Valley Area, 1980-2010

Locality	Percent Change 1980-2010
Botetourt Co.	42.5%
Roanoke Co.	26.6%
Roanoke City	-3.2%
City of Salem	3.5%
State of Virginia	49.6%

Source: U.S. Census Bureau

Projections for the Roanoke Valley for the year 2020 are shown in Chart 2. They continue the general trend of the last decade in Salem and Roanoke City. Salem grew .22% between 2000 and 2010 and is expected to decline in population by 2.77% by 2020. Roanoke City, which grew 2.2% in the 2000’s, is expected to lose 8.8% by 2020. Many factors will influence the final rates.

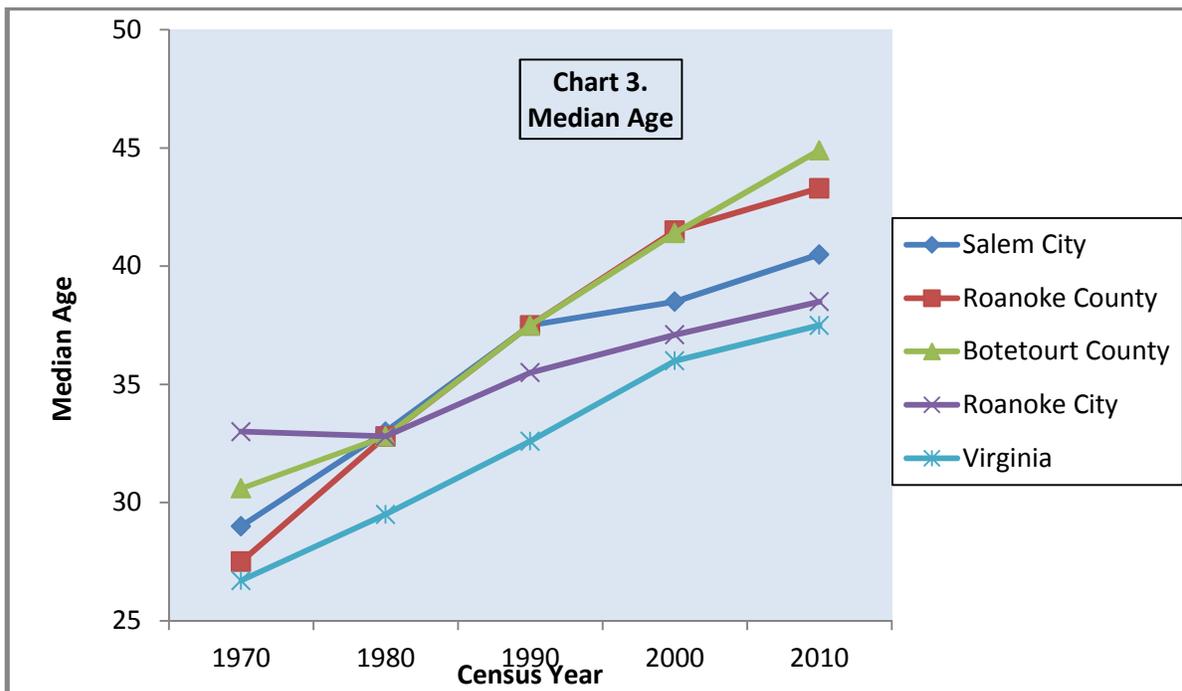
Although the two counties in the area are expected to continue growing, they are expected to do so more slowly. The 8.7% growth rate in Botetourt County between 2000 and 2010 is projected to fall slightly to 7.9% from 2010 to 2020. Roanoke County’s growth rate is expected to stay steady. The growth rate in the 2000’s was 7.7% and the projected growth rate between 2010 and 2020 is 7.2%.The growth of surrounding localities is important for Salem because the city serves such an essential role in providing medical services, shopping, and employment to others in the Valley.



Source: U.S. Census Bureau

Age and Sex Distribution

Chart 3 shows median age statistics for the localities in the Roanoke Valley Area. As defined by the U.S. Census Bureau, “the median divides the age distribution into two equal parts, one half of the cases falling below and one half above the median.” In 2010 the median age was 37.2 years in the U.S. and 37.5 years in Virginia.

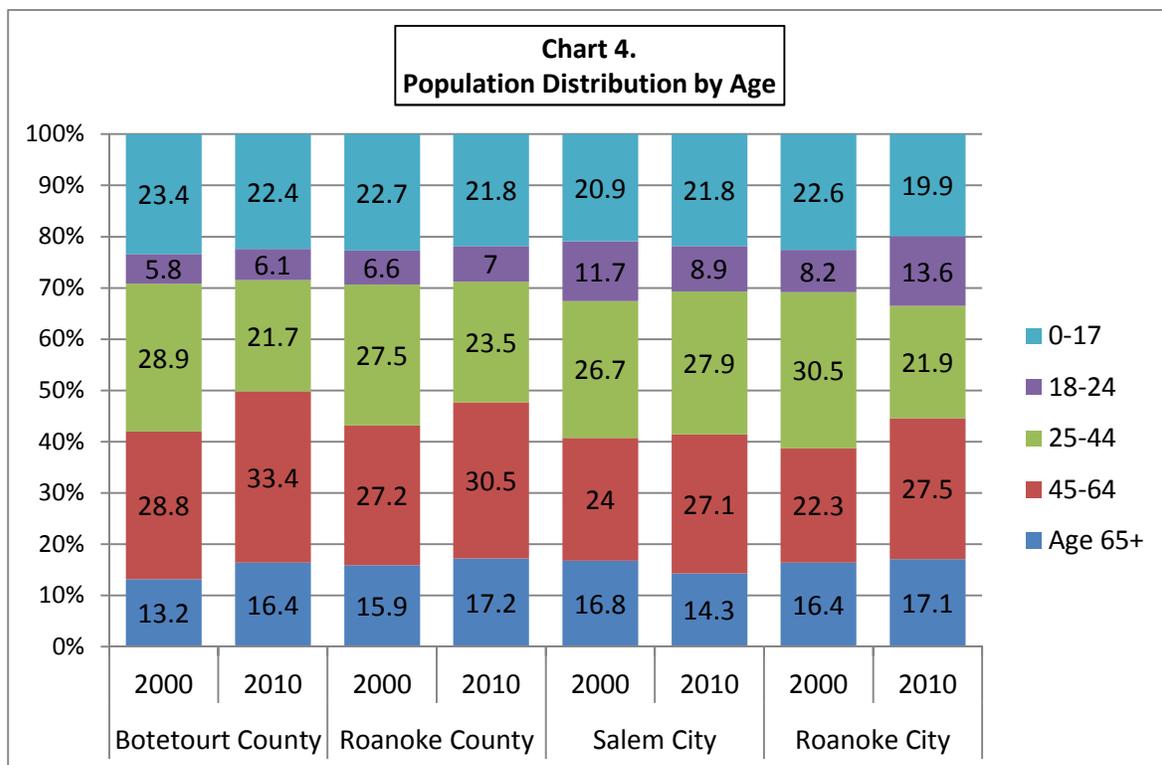


Source: U.S. Census Bureau; Virginia Employment Commission (2020 Projections)

Aside from a small decrease in median age in Roanoke City between 1970 and 1980, the median age of residents in the Roanoke Valley increased each decade. All are higher than Virginia’s medians for those decades. In 2010 Salem’s median age was 40.5 years. The same year the median age was 38.5 in Roanoke City, 44.9 in Botetourt County, and 43.3 in Roanoke County.

An alternative explanation for the rise in median age in Salem and the rest of the Valley is its popularity as a retirement area. An influx of retirees into the area could increase the demand for services such as medical care and assisted living centers.

Chart 4 shows the population of each locality broken down by age groups for 2000 and 2010. With the exception of Roanoke City each locality saw an increase in the percentage of persons “age 65 and over” and decreases in all localities in persons “age 17 and under.”



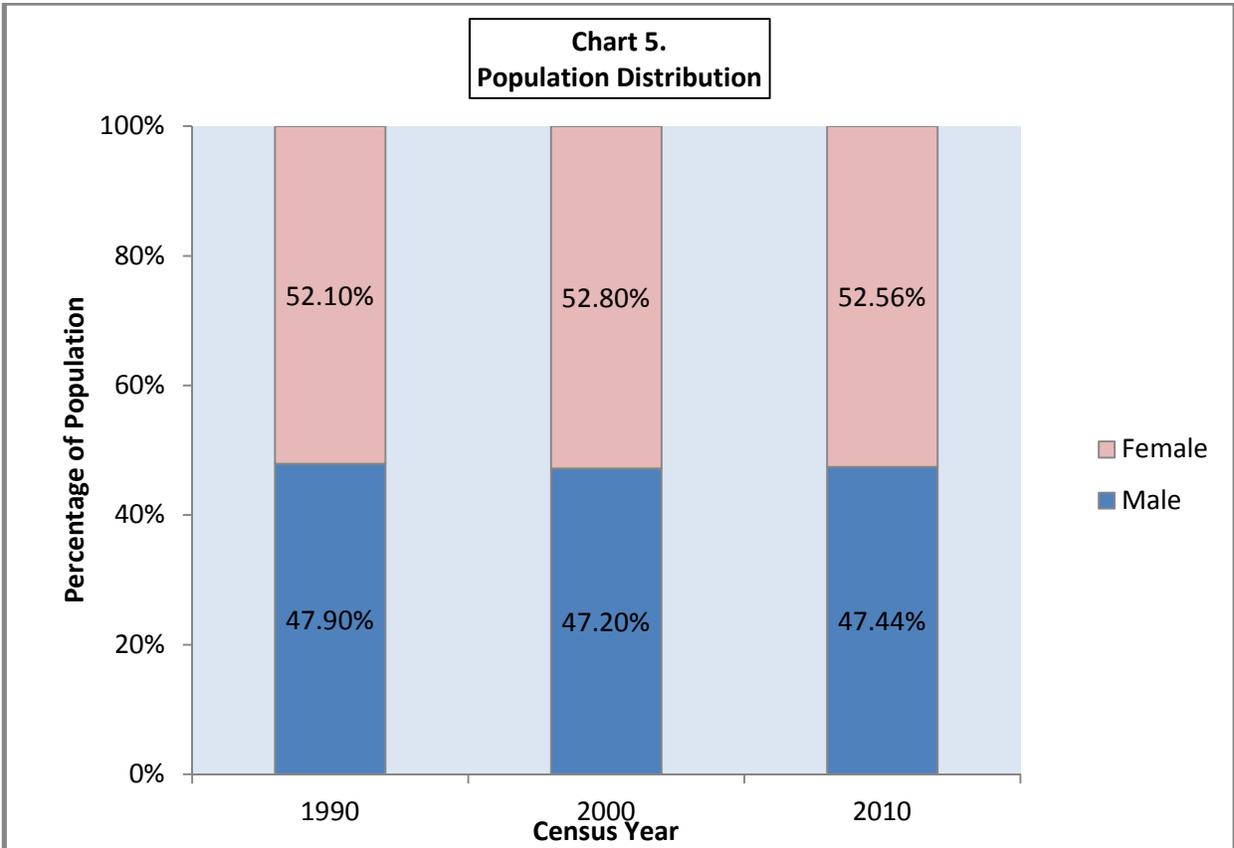
Source: U.S. Census Bureau

In comparison to the other localities in the area in 2000 and 2010, Salem and Roanoke City have the largest percentage of young people (ages 0 to 24) in the area. The surrounding counties had the largest percentage of people in the middle-aged groups (ages 45 to 64).

In 2010 Salem had 1,718 persons (or 6.9% of the total City population) living in group quarters. Of these, 1,211 were non-institutionalized (i.e., in college dormitories, military quarters, or group homes), and 507 were institutionalized (i.e., in juvenile institutions, nursing homes or correctional facilities).

While Salem had 6.9% of its population living in group quarters in 2010, Botetourt County had 0.8%, Roanoke County had 2.5%, and Roanoke City had 2.2%. Virginia had 3.0% and the U.S. had 2.6% in group quarters that year. Nationally, 50.8% of the population is female and 49.2% is male. The percentages in Botetourt County and the Commonwealth as a whole are similar to that of the nation. In Roanoke City, Roanoke County, and Salem, the percentage of females is slightly higher, with Salem having the highest percentage of females in the Roanoke Valley area (52.6 %).

Salem’s female/male percentages are shown in Chart 5 for 2000 and 2010. Contrary to the 1990-2000 trend, the percentage of females in Salem decreased slightly in 2010.



Sources: U.S. Census Bureau (2000 and 2010 data)

Public School Enrollment Data

Table 2 presents educational statistical data for Salem compiled by the Salem school system. This data compares Salem to Virginia on a number of educational indices, and also presents local trend data for the first decade of the 21st Century.

Table 2.
Educational Statistical Data for the City of Salem

Descriptor	Salem 2000	Salem 2010	State 2000	State 2010
End of Year Membership	3,889	3,929	1,162,846	1,202,542
Enrollment by Ethnicity	90.03% Caucasian 7.34% African American 1.71% Asian 0.77% Hispanic	81% Caucasian 12% African American 2% Asian 4% Hispanic	62.8% Caucasian 27.1% African American 4.3% Asian 5.5% Hispanic	NA
Per Pupil Cost for School Operations	\$6,565	\$10,152	\$6,985	\$11,020
Total Budget for School Operations	\$30.6 million	\$44.3 million	\$3.95 billion	\$6.71 billion
Composite Index	0.4343	0.3518	NA	NA
Instructional Positions Per 1000 Students	77	75.76	82.82	76.66
Average Teacher Salary	\$42,800	\$53,218	\$40,247	\$51,894
Number of High School Graduates	258	338	68,593	97,000
Percent of Advanced Studies Diplomas	49%	66.50%	52.60%	53.41%
Percent of Standard Diplomas	41%	31.70%	41.80%	41.84%
Percent of IEP Diplomas	1.90%	1.60%	1.90%	4.75%
Percent of GED Certificates	7.70%	5.33%	1.30%	3.45%
Dropout Percentage	1.20%	4.70%	2.50%	7.82%

Descriptor	Salem 2000	Salem 2010	State 2000	State 2010
Percent of High School Grads Going to College	80.60%	83.80%	Unavailable	Unavailable
Number of Children Home Schooled	35	65	Unavailable	Unavailable
Percent of Students in Gifted Program	7.60%	6.60%	12.30%	16.50%
Percent of Students in Special Education Program	13.10%	14.10%	13.90%	13.30%
Average SAT Scores	1031	1056	Unavailable	1017
Measure of Mobility	Unavailable	22.9	Unavailable	22.3
Elementary Attendance Rates	96.60%	96.10%	94.90%	NA
Secondary Attendance Rates	95.60%	94.80%	93%	NA
Percent of Students on Free or Reduced Price Lunch	16.70%	30.00%	31.30%	38.1
Number of Limited English Proficient Students	22	89	43,535	NA

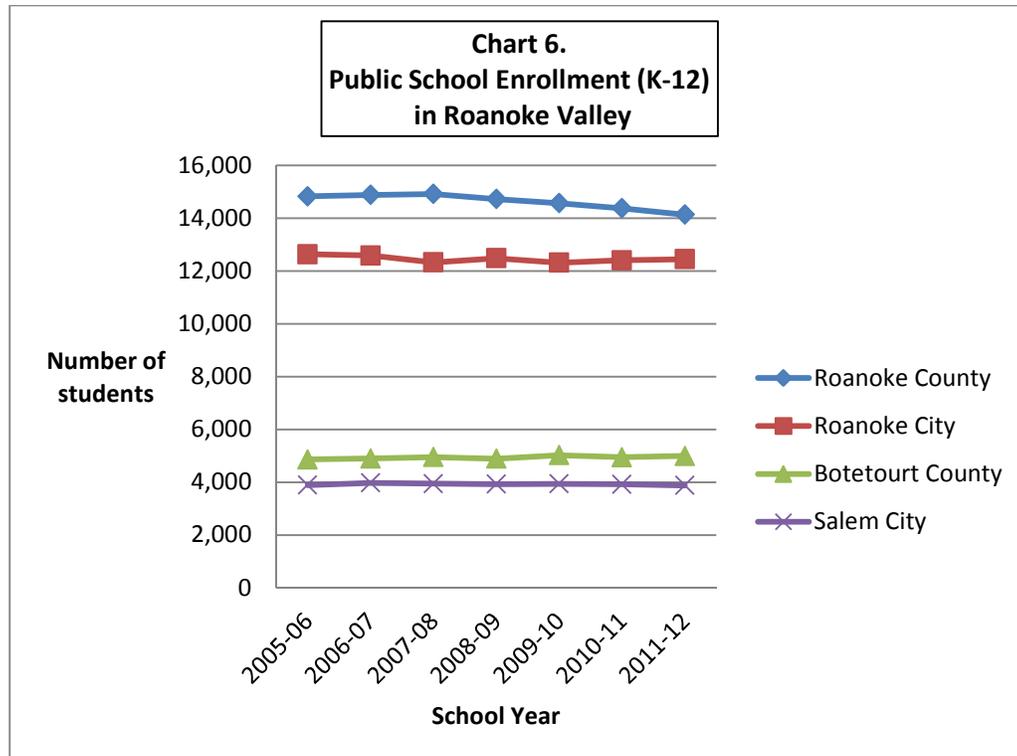
SOL Pass Rates (expressed in percentages)				
Descriptor	Salem 2000	Salem 2010	State 2000	State 2010
3 rd Grade English	79%	86%	74%	83%
3 rd Grade Math	91%	95%	86%	92%
3 rd Grade History	94%	98%	73%	93%
3 rd Grade Science	90%	97%	75%	91%
4 th Grade History VA ST	Unavailable	94%	Unavailable	87%
4 th Grade English	Unavailable	95%	Unavailable	88%
4 th Grade Math	Unavailable	94%	Unavailable	88%
5 th Grade English	89%	95%	82%	90%
5 th Grade Writing	Unavailable	94%	Unavailable	88%

Descriptor	Salem 2000	Salem 2010	State 2000	State 2010
5 th Grade Math	88%	95%	72%	90%
5 th Grade US History	90%	92%	64%	78%
5 th Grade Science	90%	93%	76%	88%
6 th Grade English	Unavailable	95%	Unavailable	88%
6 th Grade Math	Unavailable	80%	Unavailable	77%
6 th Grade US History	Unavailable	93%	Unavailable	91%
7 th Grade English	Unavailable	96%	Unavailable	89%
7 th Grade Math	Unavailable	90%	Unavailable	75%
7 th Grade Hist C&E	Unavailable	92%	Unavailable	86%
8 th Grade English	83%	93%	76%	90%
8 th Grade Writing	Unavailable	96%	Unavailable	91%
8 th Grade Math	80%	89%	70%	87%
8 th Grade History	62%	95%	57%	92%
8 th Grade Science	94%	93%	85%	90%
High School English (Reading)	96%	96%	82%	94%
High School English (Writing)	93%	95%	84%	92%
Algebra I	83%	98%	74%	94%
Algebra II	97%	95%	74%	91%
Geometry	93%	96%	73%	88%
Earth Science	83%	90%	73%	88%
Biology	93%	96%	81%	89%
Chemistry	96%	100%	74%	93%
World History I	93%	98%	83%	93%
World History II	70%	95%	65%	92%
U. S. History	56%	97%	47%	95%
World Geography	87%	92%	77%	86%

Source: City of Salem School Division

During the last five years Salem has had an average of 50 children classified as home-schooled in addition to an average of 16 students educated at home under religious exemptions.

Although the changes in public school enrollment (kindergarten through grade 12) in Chart 6 appear to be small, even small changes can necessitate local adjustments in school attendance boundaries and student/teacher ratios, among other factors. In the seven years shown, Salem’s largest change in public school enrollment was an increase of 85 students between 2005/2006 and 2006/2007.



Source: Fall Membership Report on Virginia Department of Education Web site

Elementary and secondary public school enrollment figures for the region are shown in Table 3, and the chart details Salem’s enrollment patterns. The National Education Association defines Elementary school as kindergarten through grade six and Secondary school as grades seven through twelve.

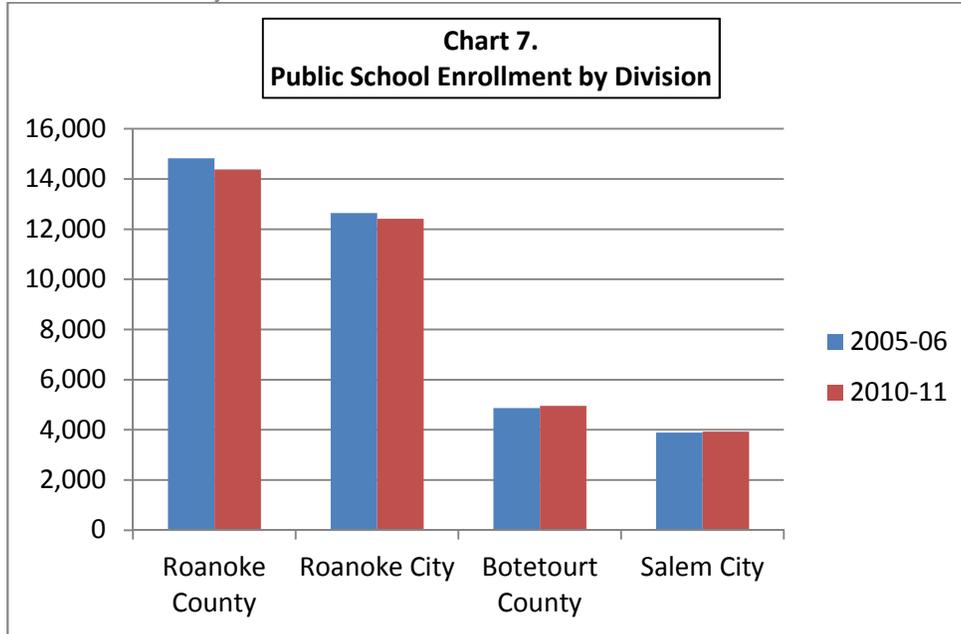
Between 2005 and 2010, Salem’s elementary enrollment went up 2.7%, secondary enrollment went down 1.3, and total enrollment increased 0.7%.

Table 3.
Elementary (K-6) and Secondary (7-12)
Public School Enrollment in Salem

School	2005	2010	% change
Elementary	1,972	2,026	2.70%
Secondary	1,921	1,896	-1.30%
TOTAL	3,893	3,922	0.70%

Source: City of Salem School Division

Chart 7.
Public School Enrollment by Division



Source: Fall Membership Report on Virginia Department of Education Web site

Mobility and Migration

This information on mobility (people moving in and out of a locality) is only one aspect of population change. Another aspect is the natural increase (or decrease) in population, i.e., the number of births minus deaths for an area. Tables 4 and 5 show the role of natural increase and migration in population growth. There were 1,924 births to Salem mothers between 2000-2008, while 2,482 Salem residents died during the same time period. Therefore the natural population change was -558. Roanoke City also had a negative natural change between 2000 and 2008. Both Botetourt County and Roanoke County had a positive change, i.e., more births than deaths.

Table 4.
Population Change by Natural Increase in Salem and Surrounding Localities

Jurisdiction	Births 2000-2008	Deaths 2000-2008	Total 2000-2008 Natural Increase (births minus deaths)
Botetourt Co.	2,337	2,109	228
Roanoke Co.	8,852	7,259	1,593
Roanoke City	10,038	10,178	-140
Salem	1,924	2,482	-558
State of VA	850,119	474,104	376,015

Source: Roanoke Valley -Allegheny Regional Commission website Note: Births and deaths are tabulated by place of residence.

Domestic Migration (persons moving from one U.S. location to another) and International Migration (moving into or out of the U.S.) are added together to get the Net Migration figure. From 2000 to 2008, Salem gained 1,399 persons by net migration. Combining this net migration figure and the natural change above, Salem grew by 841 persons between 2000 and 2008.

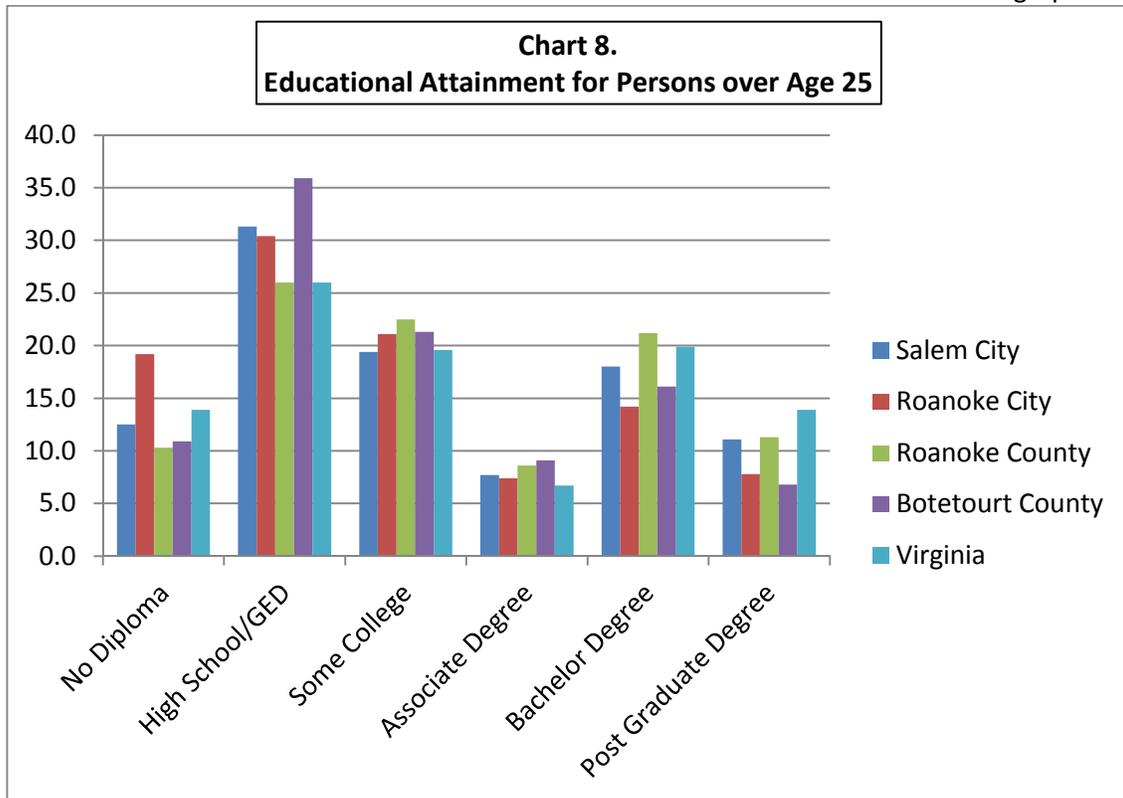
Table 5.
Population Change by Migration in Salem and Surrounding Localities

Jurisdiction	Domestic Migration (within U.S.) 2000-2008	International Migration (into or out of U.S.) 2000-2008	Total 2000-2008 Net Migration (Domestic plus International)
Botetourt Co.	1,750	21	1,771
Roanoke Co.	3,137	783	3,920
Roanoke City	-2,567	1,316	-1,251
Salem	1,255	144	1,399
State of VA	159,405	162,200	321,605

Source: Roanoke Valley -Allegheny Regional Commission website

Educational Attainment

Chart 8 shows information from the 2010 Census indicating levels of educational attainment for persons age 25 and over in 2010. From that age group, high school graduates comprised 81.6% of Roanoke City, 88.1% of Salem, and 86.2% of Virginia.



Source: U.S. Census Bureau

Although the percent of Salem residents (age 25 and over) who were high school graduates is higher than that of the state as a whole, the reverse is true for the percent of residents who were college graduates.

HOUSING

This section describes housing types and building permits in Salem and provides information on housing characteristics (including value) in the Roanoke Valley Area.

Household Characteristics

The U.S. Census Bureau defines a household as “all the people who occupy a housing unit.” In addition to houses, housing units can be apartments or mobile homes. Households can have as few as one person. Group quarters such as dormitories are not considered households.

Table 6.
Average Household Size 2000-2010

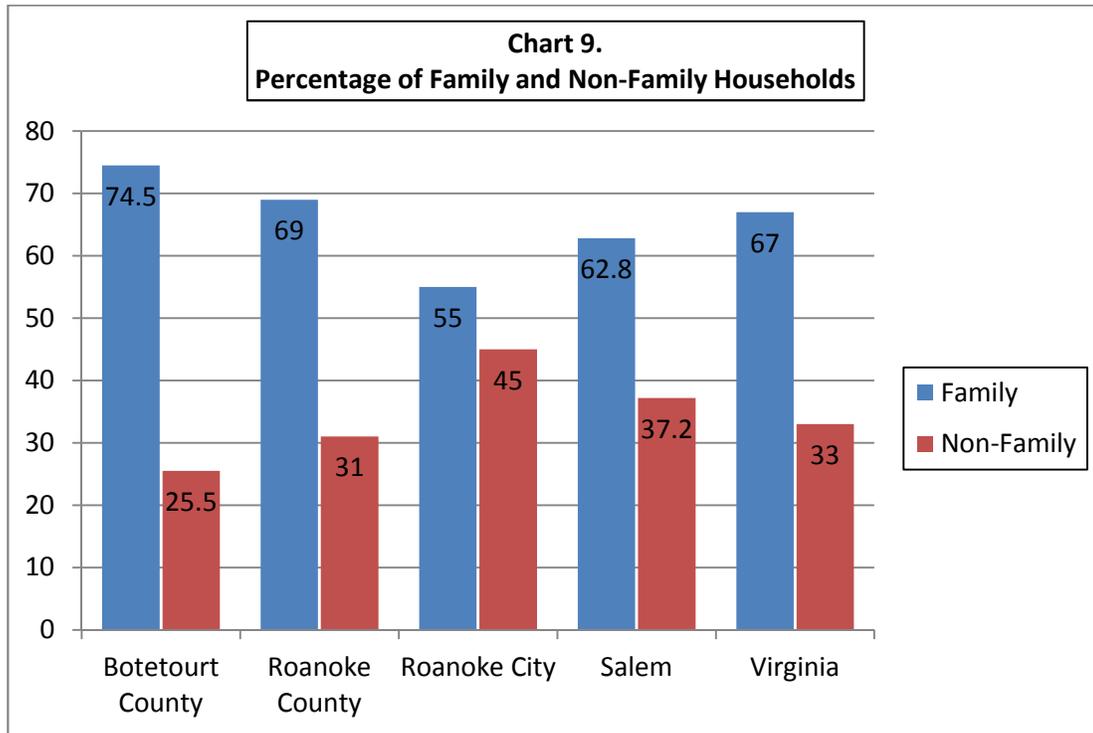
Jurisdiction	Average Number of Persons Per Household	
	2000	2010
Botetourt County		
In Owner-occupied units	2.59	2.55
In Renter-occupied units	2.32	2.26
All units	2.56	2.50
Roanoke County		
In Owner-occupied units	2.53	2.49
In Renter-occupied units	2.01	2.09
All units	2.41	2.39
Roanoke City		
In Owner-occupied units	2.30	2.25
In Renter-occupied units	2.07	2.19
All units	2.20	2.22
Salem		
In Owner-occupied units	2.41	2.36
In Renter-occupied units	2.13	2.19
All units	2.32	2.30
Virginia		
In Owner-occupied units	2.62	2.60
In Renter-occupied units	2.36	2.41
All units	2.54	2.54

Source: U.S. Census Bureau

For each locality above, the average household size decreased in the decade between 2000 and 2010 with the exceptions of Roanoke City and Virginia. The renter-occupied housing units had smaller households than the owner-occupied units. In the year 2010 Virginia had larger households than the Roanoke Valley area in both owner-occupied and renter-occupied categories. Virginia's average household size in 2010 was 2.54 persons per unit, while the U.S. had 2.59 persons per household that year.

Family households are defined as "a householder and one or more people living in the same household who are related to the householder by birth, marriage, or adoption." The other type of household is a non-family household, and it consists of a person living alone or with non-relatives only. Chart 12 shows the percentage of family and non-family households in 2010.

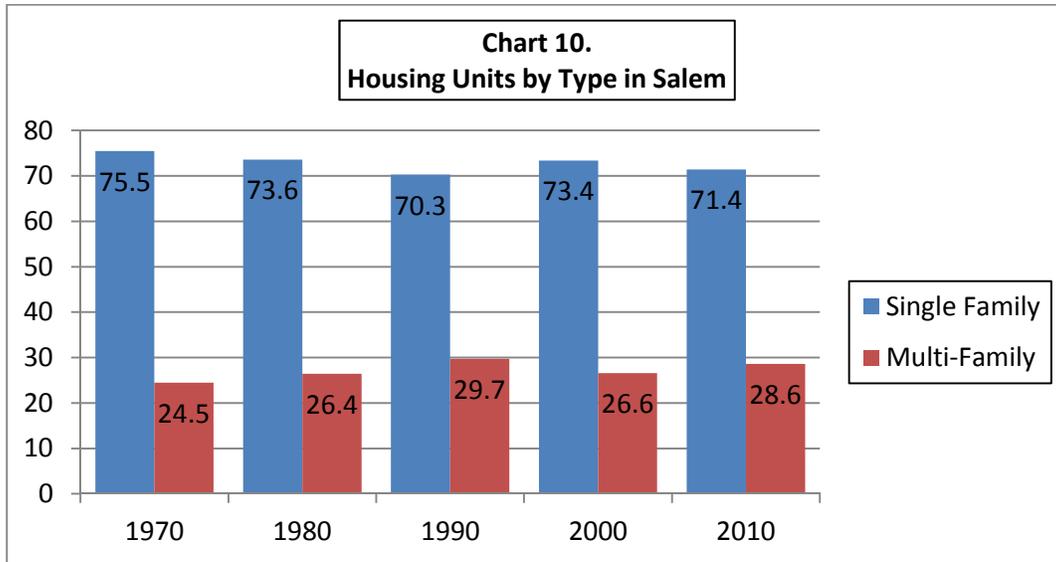
Roanoke City and Salem had the largest percentage of non-family households in the area. Non-family households comprise 33.6% of all households in the U.S. and 33.0% in Virginia. The primary householder was over age 65 in 27.2% of non-family households in Roanoke City, 33.6% in Salem, 25.8% in Virginia, and 28.1% in the Nation. Approximately 83% of the non-family households in Roanoke City and Salem are persons (of any age) living alone. This is above the national average of 79.6%.



Source: U.S. Census Bureau

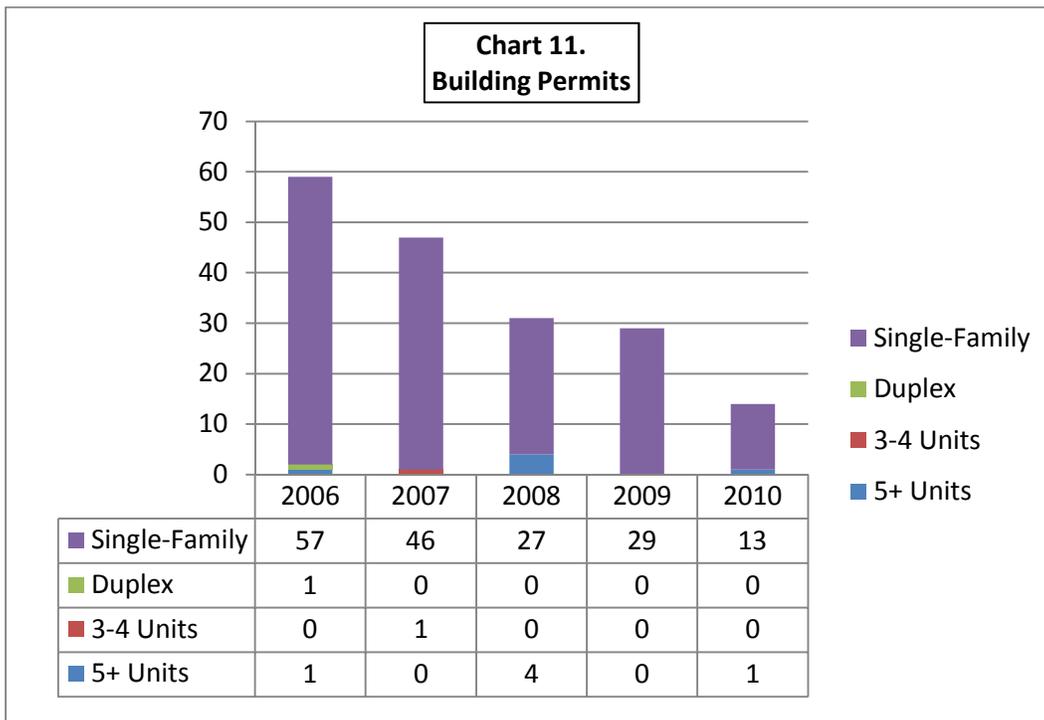
Type of Housing Units

Chart 10 shows the changes in housing units in Salem over time. Chart 10 compares the percentages of single-family housing units to multi-family housing units.



Source: U.S. Census Bureau

Chart 11 shows the statistics on residential building permits for the years 2006 to 2010. These are given by the year each building permit was issued, which may differ from the year construction began. The bars show the number of permits, and the total value of the proposed structures in each category is shown above each bar.



Source: City of Salem Building Data

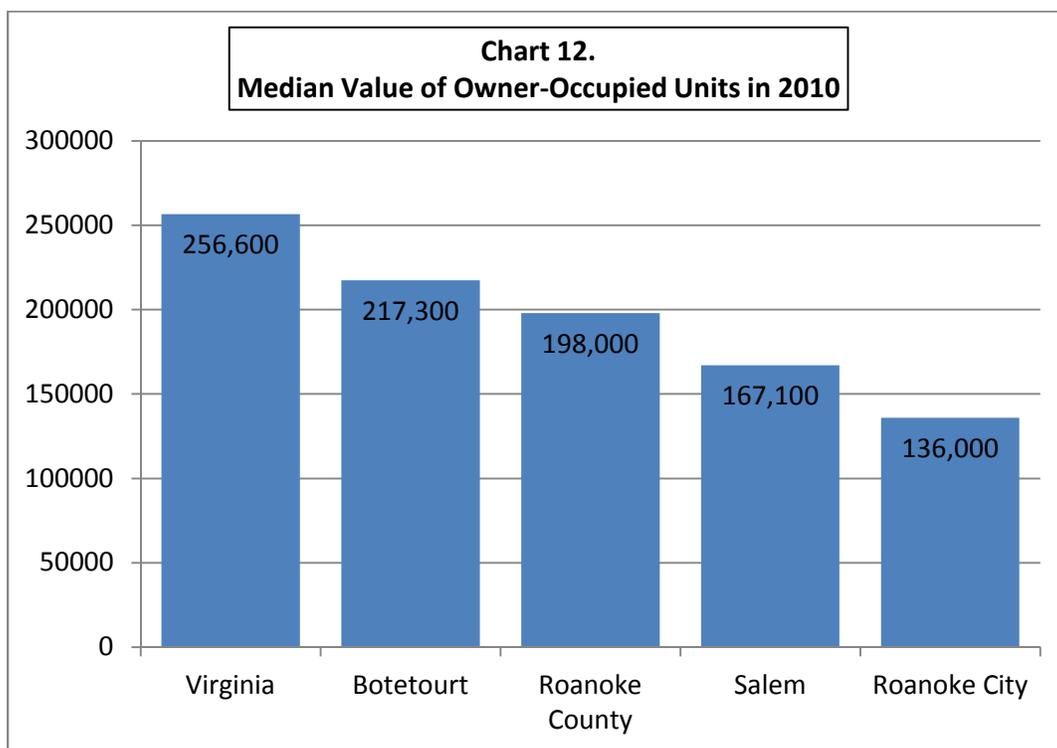
In Salem there were 57 single-family residential building permits in 2006, 46 in 2007, 27 in 2008, 29 in 2009, and 13 in 2010. Of the years shown, 2006 had the largest number and value of building permits.

Median Age of Housing

In the 2010 American Community Survey 5-Year Estimates, each homeowner was asked to note the year his or her house was built. From this the median year of homes built in each locality was computed. Of the homes in Salem in the year 2010, the median year those homes were built was 1964. This is older than the median year in Botetourt County (1970), Roanoke County (1972), and Virginia as a whole (1970). As an historic city it is not unusual for Salem to have older homes that continue to be maintained and used.

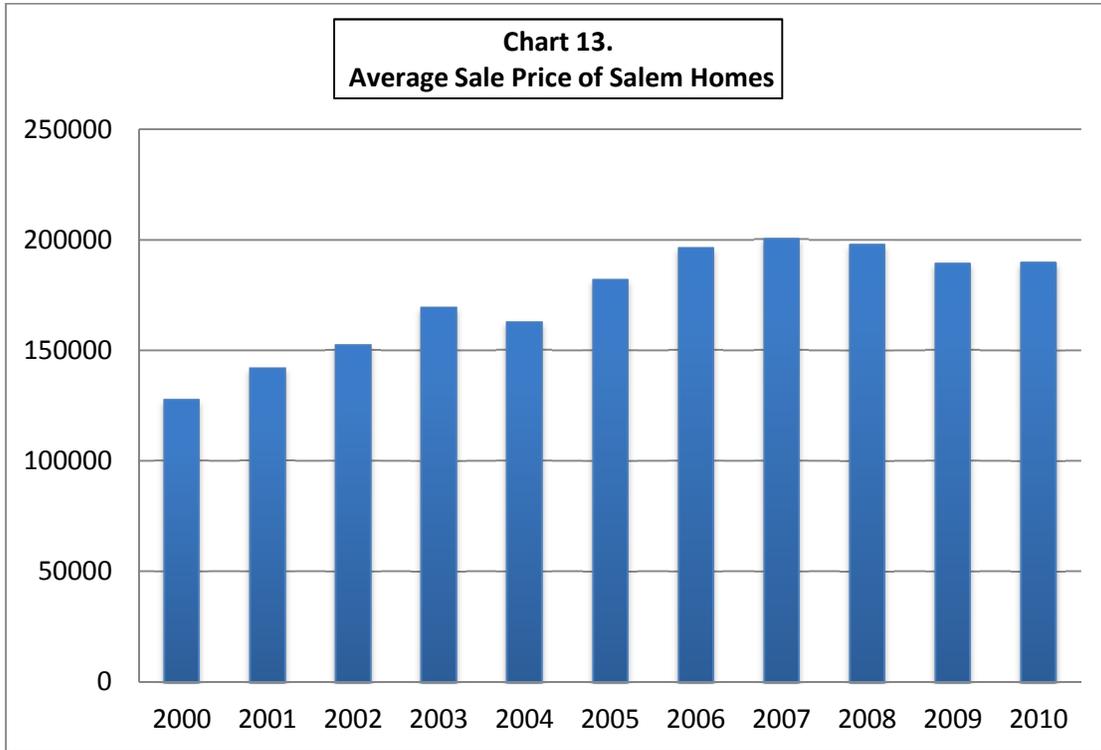
Value of Housing Stock

Chart 12 shows 2010 Census figures on the median value of owner-occupied units. The median value of homes in Botetourt and Roanoke counties was higher than that of Salem. This may be related to the trend mentioned in the earlier Population section, specifically that those counties are growing more. With the large amount of developable land in these counties, new residents are more likely to build new homes.



Source: U.S. Census Bureau

Chart 13 shows the average sales price of homes in Salem from 2000 to 2010. The value of housing generally increased in the first decade of the 21st century until the recession of 2008. Housing prices peaked in 2007 and fell in 2009, and have remained relatively stable following the drop.



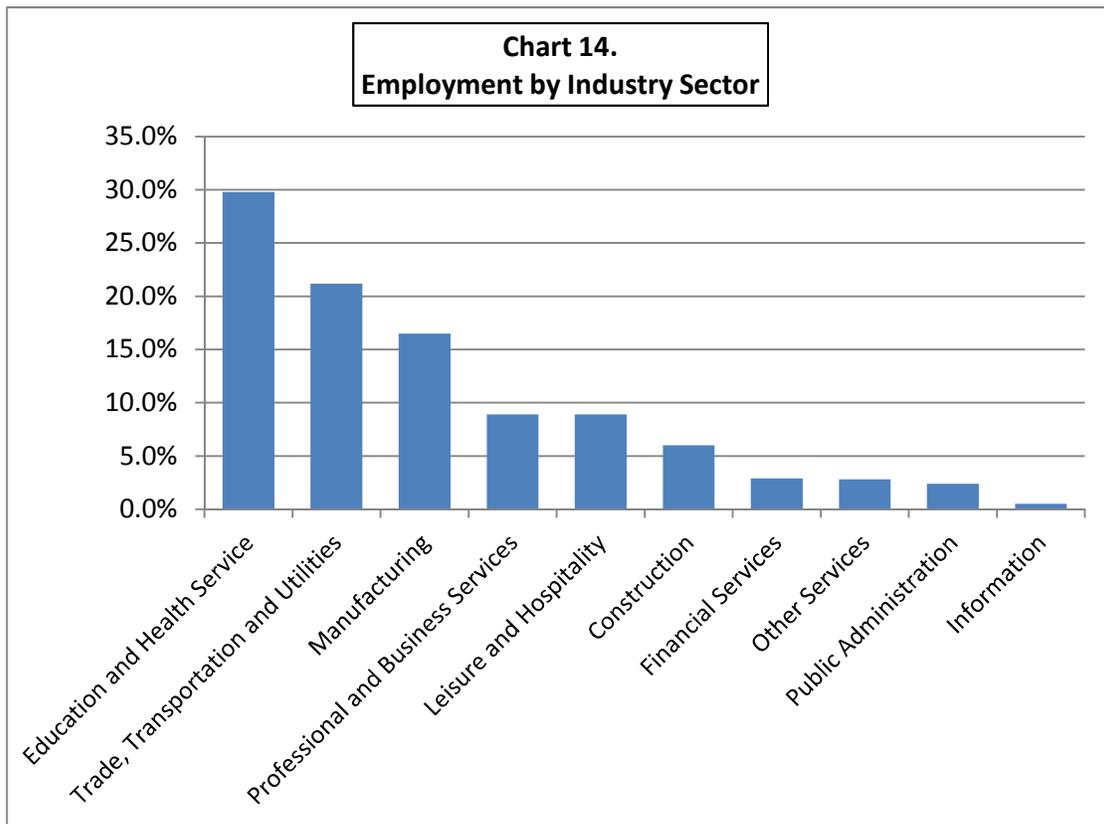
ECONOMY

Several indicators are used in this section to describe Salem’s business environment. For example, businesses located in Salem are shown by both the number of firms and number of employees in each industry sector. Another chart shows the occupation of employed persons in the region. The remainder of the section discusses unemployment rates, commuting patterns, and income levels.

A comparison of Salem’s statistics to those of other localities in the Roanoke Valley Area emphasizes Salem’s role as a business center and its role as an important part of the region’s overall economy.

Employment

Chart 14 shows employment in Salem, classified by industry sector (i.e., the type of business). It indicates the percentage of people employed by each sector.



Source: VEC Community Profile for Salem 2010

Table 7 shows the estimated employment by sector in 2008 and the projected employment by sector in 2018. The health care sector makes a major increase in employment, probably due to an aging population.

	2008	2018
Agriculture	182	184
Mining	217	199
Utilities	508	463
Construction	10323	12312
Manufacturing	18740	16975
Wholesale Trade	7201	7870
Retail Trade	20759	21747
Transportation	6361	6790
Information	2519	2501
Finance and Insurance	6320	6689
Real Estate	2038	2293
Professional	7004	9359
Management	4518	4720
Administrative	9458	11002
Educational	11834	14130
Health Care	22113	28605
Arts and Entertainment	1633	2017
Accommodation and Food Services	12723	14132
Other Services	5161	5786

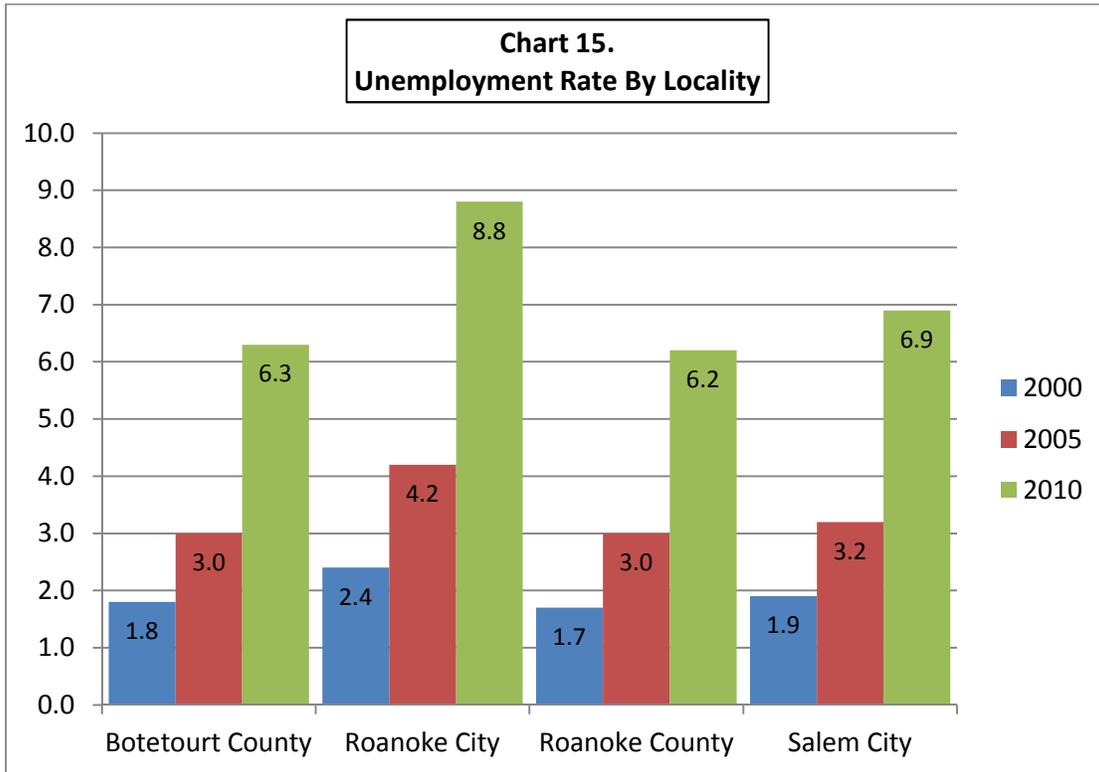
Source: VEC Community Profile for Salem

Table 8 shows employment in the Roanoke MSA for 2000 and 2010. The surrounding counties had growth in employment while the cities dropped in employment. It should be noted that the recession of 2008 greatly affected the number of jobs available. Chart 15 shows the rise of unemployment over the decade of 2000 to 2010.

Table 8.
Number of Jobs in Roanoke Valley Area 2000-2010

Locality	2000	2010	Change 2000- 2010
Botetourt County	7457	9236	19.30%
Roanoke County	32494	34732	6.40%
Roanoke City	77274	65692	-17.60%
Salem City	25206	22506	-12.00%

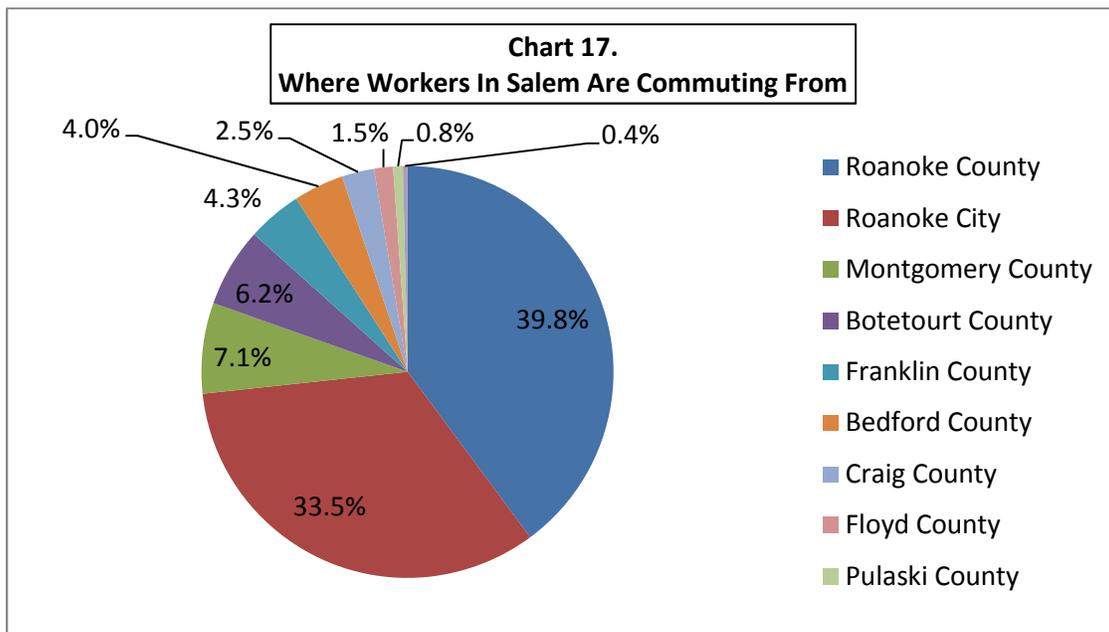
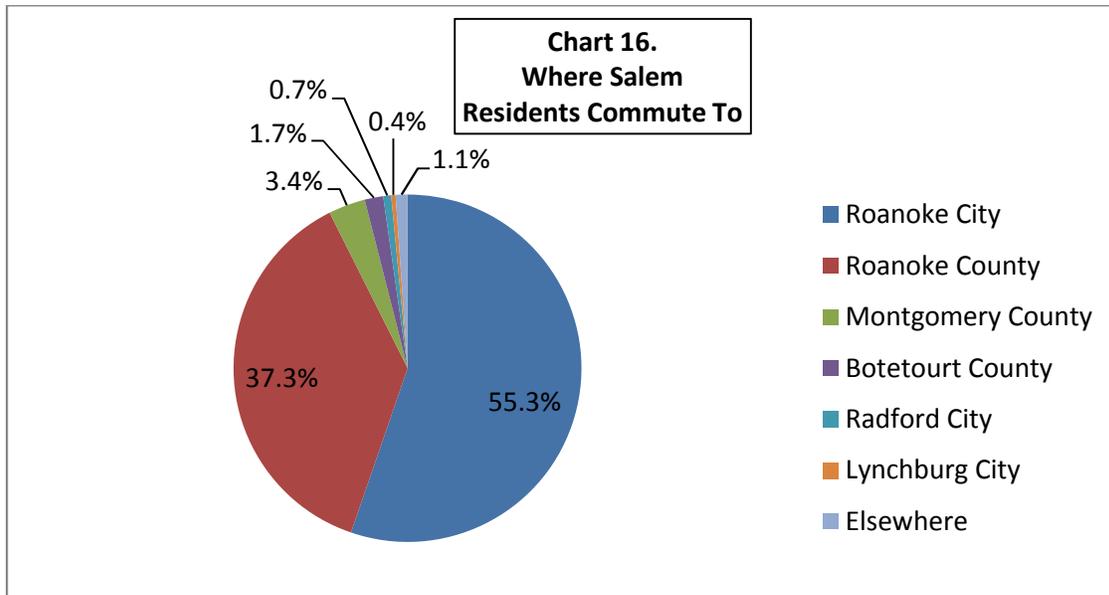
Source: VEC Community Profile for Salem



Source: Virginia Employment Commission

Commuting Patterns

The U.S. Census Bureau collects information on where people work: specifically whether they work in the same locality where they live or go to another locality to work. The most recent information on this is from the 2000 Census and is shown in Charts 16 and 17. According to the 2000 census, 46% of the people who worked in Salem in 2000 lived in Salem. Residents of other localities filled the other 54% of the 22,426 jobs in Salem that year. Most commuting was among the localities in the Roanoke Valley area.



Source: VEC Community Profile for Salem

Income

Personal Income is defined as income received from all sources. The three components of personal income are: wages and salaries; dividends, interest, and income from rent; and transfer payments. The Roanoke MSA's Per Capita Personal Income was \$18,466 in 1989 and \$28,491 in 1999. This represents an average annual growth rate of 4.4%. During this time, the nation's average annual growth rate was also 4.4%.

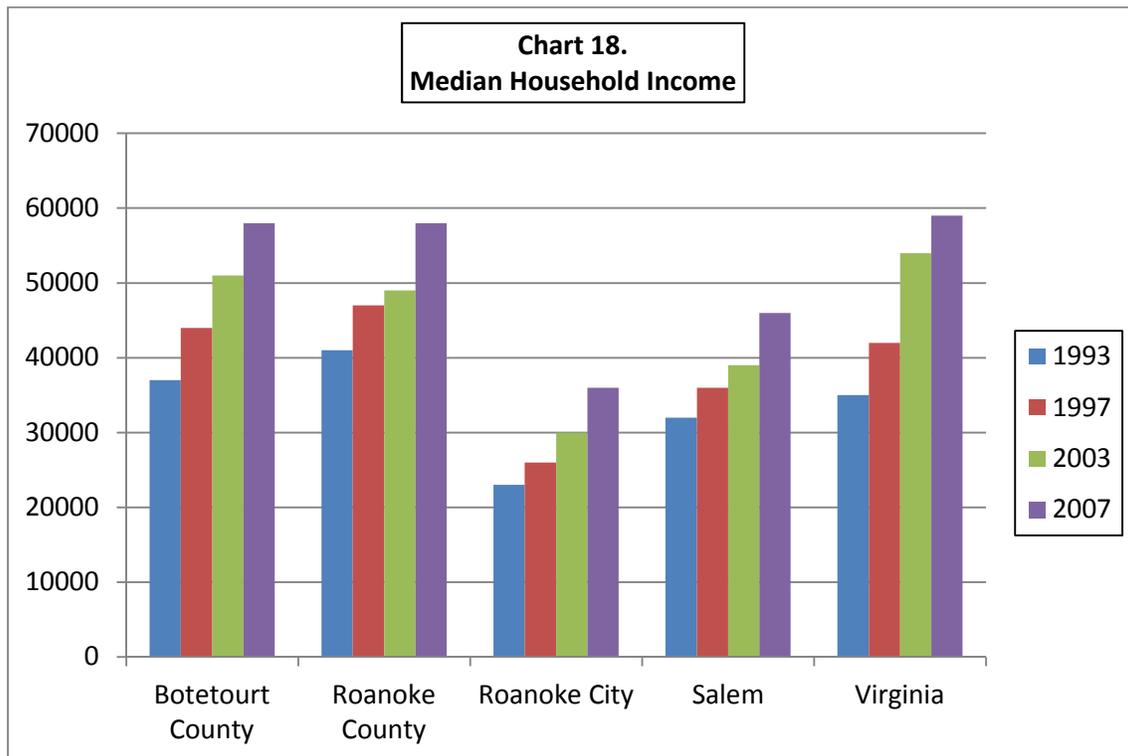
The average weekly wage in the second quarter of 2011 for the localities in the Roanoke Valley area is shown below in Table 9. At \$855 a week, the wage in Salem was the highest in the area. However, it is smaller than the average weekly wage for the state (\$949).

Table 9.
Average Weekly Wage
Second Quarter 2011

Locality	Botetourt County	Roanoke County	Roanoke City	Salem	Virginia
Weekly Wage	\$669	\$688	\$757	\$855	\$949

Source: Virginia Employment Commission

Median household income figures for 1993, 1997, 2003, and 2007 are shown in Chart 18.



Source: U.S. Census Bureau

COMMUNITY GOALS, OBJECTIVES, AND STRATEGIES

Seven task groups developed the following goals, objectives and strategies. Each task group was comprised of CRC members and city employees knowledgeable of the specific topic. Using information and community input derived from earlier stages of the planning process, and their own community knowledge and experience, the task groups assessed local conditions and kept in mind the future of Salem. These goals, objectives and strategies are a plan for action, and provide direction towards a desired future for the Salem community.

For the 2012 review of the plan, the goals, objectives, and strategies have been thoroughly reviewed by City Council, the Planning Commission and City staff. Many updates and changes have been made to reflect a changing economy and a constantly changing environment of budgetary, regulatory and economic factors. The revised plan places emphasis on continuing and growing economic and social prosperity through community appearance, government services, educational opportunities, and recreational areas such as greenways and other non-motorized transportation.

I. Economic Development

Economic Development is the process of creating wealth and improving the social well-being of people living in a community. A community's wealth can be presented in many forms. For example, the income earned by Salem residents, the employment opportunities available in the City, local business investment in capital, the value of real estate, and even taxes paid for essential and desired public services can all be seen as forms of economic wealth. Economic development activities in Salem strive to enhance these forms of community wealth.

Salem has a varied and successful economic development strategy, which is the best way to promote a stable, healthy economy and a high quality of life in the community. Salem's economic strategy has focused on industrial and retail attraction and retention, sports marketing, and tourism activities. Because Salem business owners and residents participate in a regional economy, economic development activities in Salem contribute to the financial stability of the region, and regional activities benefit Salem businesses and citizens.

Our downtown area plays an important role in the economic health of Salem. It is a service, retail, and governmental destination, drawing people and wealth into the City. Similarly, Roanoke College contributes significantly to the economy, with its students and faculty supporting a variety of Salem businesses, including many of those located downtown.

Sports marketing and tourism have been very successful components of Salem's economic development strategy. These activities bring people and money to the community and help to promote Salem's image to a nationwide audience. The region, as well, benefits economically from these activities.

Future economic development efforts can build upon the successes of the past, and these efforts must recognize that as an independent city, Salem’s boundaries are unlikely to expand. It has been estimated that up to 85 percent of the useable land in Salem has been developed. In addition, approximately 20 percent of land in Salem is tax exempt (see map on page 70). Creating new wealth in the community in the future will require that economic development activities focus on areas such as:

- Redevelopment of existing commercial and industrial areas into uses with higher economic value including Apperson Drive, Fourth Street, Eighth Street, East Main Street, and West Main Street (west of Wildwood Road).
- Enhanced activities in the areas of existing business assistance/retention.
- New sports marketing and tourism initiatives at the national, state, and regional levels working closely with the Roanoke Valley Convention and Visitors Bureau, Roanoke Regional Partnership, etc.
- Increased participation in regional and state economic development activities and initiatives.
- New opportunities through the state and federal governments for programs that are established to induce redevelopment (i.e. Enterprise Zones on the state level).
- Turnover of non-commercial areas to commercial uses (i.e. Apperson Drive, Thompson Memorial Drive).

Goal: To generate wealth within the Salem community and the greater Roanoke Valley region.

Objective: Increase the supply of usable commercial and industrial land.

Strategy: Identify and encourage the development of underdeveloped parcels that are suitable for commercial and industrial use.

Strategy: Maintain our focus on developing the Salem Commerce Park (Elizabeth Campus) property by attracting high-wage paying companies that contribute to the economic base and growth of the community.

Strategy: Identify and pursue the redevelopment of underdeveloped commercial and industrial properties that have the potential for higher economic value and return.

Strategy: Adopt a new official future land use map for Salem that accurately reflects areas suitable for existing and future commercial and industrial development as well as neighborhoods.

Strategy: Raise the awareness of the Salem Economic Development Authority and utilize it as an active participant in the economic development process and use its bonding and acquisition authority and other powers to actively promote and participate in the economic development/redevelopment of the City.

Strategy: Continue the public acquisition and development of “pad-ready” properties suitable for industrial development.

Objective: Participate in regional and state economic development activities, initiatives, and partnerships.

Strategy: Maintain the City’s participation in the Roanoke Economic Development Partnership seeking opportunities to work with existing property

owners to update existing inventory with the ultimate goal of making these properties more marketable.

Strategy: Assemble and continuously maintain an inventory of available industrial and commercial properties and actively market these properties.

Strategy: Seek opportunities to participate in regional economic development initiatives, including the development of joint economic development projects with communities throughout the region.

Strategy: Expand partnerships with regional institutions of higher learning.

Objective: Work to encourage the retention and expansion of existing businesses as a strategy to maintain and increase job opportunities in Salem.

Strategy: Continue to support existing businesses through visitation and recognition programs.

Objective: Work to ensure the availability of a well-trained labor force that meets the needs of existing and prospective businesses.

Strategy: Continue to work cooperatively with secondary and post-secondary educational institutions to ensure that educational offerings and training meet the needs of local businesses, especially emphasizing the need for trade skills in the workforce.

Strategy: Remain connected to work force programs through the Virginia Employment Commission as well as other organizations that offer work force programs, (i.e. TAP, Goodwill, etc.).

Objective: Establish new programs such as Enterprise Zones to induce redevelopment.

Strategy: Seek acceptance into the program through the Virginia General Assembly through the Virginia Enterprise Zone Act.

Objective: Increase the strength of businesses in downtown.

Strategy: Evaluate the Virginia Main Street program.

Strategy: Establish a façade grant program.

Strategy: Encourage mixed-use development in downtown.

Strategy: Increase the physical footprint of the DBD Downtown Business District zoning.

Strategy: Evaluate the existing historic district to determine opportunities for growth.

Strategy: Develop streetscaping and place-making programs.

Strategy: Develop a “Great Road Project” as a way to increase tourism in downtown.

Strategy: Encourage activity in downtown after work hours.

Objective: Use technology as a tool for economic development.

Strategy: Continue to develop a fiber optic network for clean industry, offices, finance, insurance, and real estate.

Strategy: Explore the use of technology to supplement economic development efforts such as software to track leads, available properties.

II. Education

Salem's public school system is of high quality and a significant asset to the community. An educational destination respected and admired throughout the region, the school system is a key element contributing to Salem's quality of life, and to a positive cultural and economic future for the city.



Quality has a price tag. The existing high quality of public education in Salem is directly connected to the levels of funding now provided by the city. The quality of instruction and the strength of technological and other teaching and learning resources are related to the funding invested.

Looking to the future, Salem's school system must continue to be competitive and to excel. Labor force training, adult education, and technology access are but three areas where the school system can offer expertise to the community. The aging population of our community coupled with the changing workplace and competitive economic environment all dictate that Salem citizens must be educationally well prepared for future challenges.

Goal: To enhance the quality of the City of Salem school system.

Objective: Adopt the City of Salem school system's six-year plan and capital improvement plan as part of the city's long-range plan.

Strategy: As financial resources become available, implement recommendations of the school system's energy management study.

Objective: Continue to allocate at least 50 percent of the city's budget to the school system. When possible, increase the total amount of funding for the school system.

Strategy: Work with Roanoke Valley legislators to increase state and local funding for education.

Strategy: Continue to research grant and other educational funding sources.

Objective: Provide computer access to all children enrolled in the City of Salem school system. Identify and provide funding sources to upgrade technology according to the school system's technology plan.

Strategy: Fully implement the technology recommendations of the school system's 2012-2018 Strategic Plan.

Strategy: Develop a business partners program as a strategy to fund the implementation of the technology plan.

Objective: Work to ensure the availability of a well-educated and trained labor force that meets the needs of existing and prospective businesses.

Strategy: Promote additional collaboration with Virginia Western Community College, ITT, National College and other providers to connect Adult Basic Education provided by the school system to programs for job training.

Strategy: Develop a program for comprehensive job training to meet the current and future needs of the community, including workforce credentialing through services such as ACT.

Objective: Encourage more communication between the public library and the school system so that the public library can better meet the needs of students.

Strategy: Representatives of the school division and the public library should meet periodically for the purpose of maintaining and improving communication between the school system and the library.

Objective: Continue to attract and retain high-quality teachers and staff.

Strategy: Provide state and local funding for competitive salaries.

Strategy: Continue to provide periodic evaluations of teachers in order to retain only the best. Currently full evaluations are performed every two years and partial evaluations every other year.

Goal: To improve the educational opportunities for adults in the community.

Objective: Assess the educational needs of adults in Salem.

Strategy: Appoint a task force to survey adults in Salem regarding their educational needs.

Objective: Strengthen the relationship with Roanoke College, Virginia Western Community College, Hollins, Virginia Tech, the College of Health Sciences, and the Roanoke Higher Education Center to provide educational and cultural opportunities for the community.

Objective: Discuss with Roanoke College ways to take advantage of the college's cultural offerings and adult programs, such as the Elderscholars' program, for the benefit of all Salem area residents.

Objective: Improve job training opportunities for adults in the community.

Strategy: Using the public library as a resource, assess the need for improved adult job training opportunities and develop a plan to meet job-training needs.

Objective: Eliminate the "digital divide" in the city by working to provide a computer in every Salem home.

Strategy: Assess the number of families with access to a computer in their home.

Strategy: Identify funding sources (state, federal, private) available to provide for computer access in every home.

Objective: Educate citizens about environmental sensitivity and awareness issues.

Strategy: Work with the City Engineering Department to coordinate efforts to educate students and citizens about environmental issues.

III. Government Services

Salem residents enjoy a high quality of life. One factor contributing to this high quality of life is the government services offered by Salem to its residents. Services are offered by City Council and professional staff from a strong business perspective, with a focus on continuous improvement. This section highlights goals, objectives and strategies for some of the more visible City services.

Public Library

The Salem Public Library contains more than 150,000 books, videos, DVDs, magazines, newspapers, CDs, audio and electronic books in a 16,000 sq. ft. building. The library is open 67.5 hours per week and has a staff, including the janitor, of 13.5 fulltime equivalent employees. Approximately 7,000 items are added to the collection each year and about 4,000 are withdrawn. In 2010 patrons visited the library over 245,000 times and checked out more than 290,000 items. About 7,600 people attended library programs last year. The public internet workstations were used over 58,000 times.

Goal: To continually improve the usefulness of the library facilities and collections to the community by fulfilling the following roles:

- Provider of popular materials for all ages.
- Community Information Center
- Children's door to learning
- Independent learning center for all ages
- Meeting place for the community

Objective: Continue to improve computer access opportunities for library patrons and staff.

Strategy: Continue to maintain computer and internet resources for library patrons and explore new and innovative ways to allow access to digital resources.

Objective: Encourage more communication between the public library and the school system so that the public library can better meet the need of students.

Strategy: Appoint a task force of representatives of the school division and the public library for the purpose of developing a plan to improve communication between the school system and the library.

Objective: Improve the library facility, either by renovating and adding on to the present building, or building a new library in a different location. The total square footage for an enlarged library, whether renovated or new, should be at least 25,000 sq. ft.

Strategy: Conduct an evaluation of the present building and a study for a new building or renovation/addition in the next 5 years with construction in the 5 years after that.

Public Information/Community Relations

Goal: To provide high quality and effective communication of public information to the citizens of Salem.

Objective: Expand and improve the use of technology in the dissemination of information to the citizens of Salem.

Strategy: Use and further develop Salem's government access channel as a way to distribute timely information to Salem citizens.

Strategy: Further develop and use web applications as a method of disseminating public information and providing public services to Salem citizens.

Strategy: Explore the technical and cost feasibility of establishing internet access for all Salem residents.

Strategy: Continue to develop Salem's GIS system as a tool to manage public information and share that information with citizens.

Strategy: Prepare a "Citizens Guide to Salem" that highlights Salem's services and laws.

Strategy: Explore the needs for web services to the business community.

Objective: Improve communications and information dissemination to the citizens of Salem.

Strategy: Use community meetings as a strategy to inform the public and solicit community information and opinions on local issues.

Objective: Encourage the involvement of City youth in government.

Strategy: Study potential after school and mentoring programs for youth involvement.

Parks and Recreation

The Department of Parks and Recreation provides the citizens of Salem with year-round programs and activities, which are geared for all ages. Programs are offered through the Senior Citizens Center, James Moyer Sports Complex, Adult Sports, Youth Sports, Community Activities and Special Events. The programs are operated with a full-time staff of 16 and a number of part-time people, such as field maintenance workers, instructors, game officials, summer special events workers, summer interns, sports clinic leaders, and volunteer coaches.

Goal: Continue to provide high quality parks and recreational services that meet the diverse needs of Salem residents.

Objective: Continue to provide recreational facilities and programs to meet the needs of the community.

Strategy: Reassess the need for the development of an indoor recreational facility for the citizens of Salem.

Strategy: Assess the needs of all age groups and seek to provide services for middle-age and senior citizens as well as youth sports programs.

Strategy: Reassess the need for additional large outdoor athletic fields.

Fire & EMS Department

The Salem Fire & EMS Department was founded in 1854 and has built a strong reputation for serving the citizens of the City of Salem. The Department currently consists of 64 full-time uniformed personnel, 19 part-time EMS personnel, and two administrative employees. The Department provides service from three fire stations strategically located throughout the City. The Department is responsible for protecting citizens and visitors to the City of Salem from injury or loss of life due to fire; providing advanced pre-hospital emergency health care; preventing fires through public education; inspection and code enforcement; investigation and plans review; providing emergency management and coordination for both natural and man-made disasters; providing response to protect life and property from the spill or release of hazardous materials; and providing response to technical rescue incidents.

Goal: To provide a high quality of life for residents and visitors to the City of Salem by providing protection of life and property, provision of pre-hospital care for the sick and injured, and the mitigation of man-made and natural emergencies.

Objective: Provide a safe work environment for our greatest resource, our personnel.

Strategy: Limit fireground injuries to firefighters and limit vehicle accidents both during emergency and non-emergency travel.

Strategy: Provide all personnel the personal protective equipment needed to safely respond to emergency incidents.

Strategy: Establish a safe work environment by ensuring facilities; apparatus and equipment are of the highest standards.

Strategy: Provide fitness, wellness, and employee assistance programs designed to enhance the health of personnel and their families.

Objective: Provide effective, timely, and efficient emergency response to all areas of the City of Salem in a fiscally responsible manner.

Strategy: Develop and implement a Standard of Coverage document to ensure resources are deployed properly.

Strategy: Ensure a minimum number of personnel are available to respond at all times.

Strategy: Accurately measure and analyze response times and data to identify and improve Department performance.

Objective: Improve Emergency Medical Response to minimize death and suffering for people experiencing sudden illness, accident, or injury.

Strategy: Provide timely emergency medical response with well-trained advanced life support personnel.

Strategy: Continue to provide personnel with Advanced Life Support (EMT-P & EMT-I) and Basic Life Support (EMT-B) medical education to encompass a comprehensive scope of capabilities.

Strategy: Continue to seek and develop new technologies and procedures to provide the highest quality emergency medical services.

Objective: Provide protection for the people, property, and resources of the City of Salem by effectively planning, preparing for, and responding to all types of emergencies and disasters.

Strategy: Develop and maintain emergency plans and procedures to ensure the highest levels of mitigation, preparedness, response, and recovery.

Strategy: Manage, maintain, and activate the City of Salem Emergency Operations Center (EOC) when necessary.

Strategy: Develop and maintain mutual aid agreements with local, state and federal agencies.

Strategy: Ensure all City employees are trained to the proper level in accordance with the National Incident Management System (NIMS), and provide training to all members of the EOC Management Team.

Objective: Improve fire prevention, life safety education, and reduce fire loss by providing timely and professional fire inspections, public education programs, and fire safety building plans review to minimize death, injury and property losses due to fire.

Strategy: Limit fire-related fatalities and injuries through an aggressive fire inspection program.

Strategy: Educate our community on the dangers of fire and provide information to help prevent fires and limit fire risk.

Strategy: Review building plans to ensure buildings are constructed to provide for the life safety of occupants.

Objective: Improve hazardous materials response to minimize death, injury and property losses due to hazardous materials spills or leaks.

Strategy: Continue to participate as a member of the Commonwealth of Virginia Division 6 Hazardous Materials Response Team.

Strategy: Improve hazardous material response capability by providing the proper levels of training, purchasing appropriate equipment, and providing adequate staffing of response personnel.

Objective: Improve technical and specialized rescue responses to minimize death, injury and property loss due to accidents involving confined space rescue, automobile extrication, water rescue, high angle rescue, structural collapse rescue & trench rescue.

Strategy: Continue to participate as a member of the Commonwealth of Virginia Division 6 Heavy & Tactical Rescue Team.

Strategy: Improve technical and specialized rescue response capability by providing the proper levels of training, purchasing appropriate equipment, and providing adequate staffing of response personnel.

Constitutional Officers

Salem's Constitutional Officers provide a wide range of vital services to Salem residents. The City Treasurer and Commissioner of the Revenue are located in City Hall. The Commonwealth's Attorney, Sheriff, and Clerks of the Circuit and General District Courts share facilities at the Salem Courthouse on East Calhoun Street.

Growth in court functions and court related activities have resulted in a shortage of space in the courthouse facility. The clerks of both courts are currently operating at personnel levels below that authorized by the Virginia Compensation Board. Although the various constitutional officers that occupy this space have historically cooperated to meet the changing needs of each department, there remains a shortage of space for both existing personnel and storage needs. In addition, the design and size of the courtrooms does not accommodate the needs of some jury trials, or the occasional increased demand placed on the facility by the Court of Appeals. An overall space assessment of the facility is warranted based upon these existing and anticipated future needs.

Goal: To provide the public facilities necessary for Salem’s Constitutional Officers to provide efficient and secure services to the residents of Salem.

Objective: Renovate and improve Courthouse facilities to meet the needs for services.

Strategy: Work with Constitutional Officers to be aware of needs and address present and future needs in a proactive manner.

Police

The Salem Police Department possesses a rich and honorable heritage. With an authorized strength of 65 sworn personnel, 28 civilian support personnel and 13 part-time employees, the Department's primary mission is to protect the life, individual liberty and property of all people within the City of Salem, Virginia. Since September 1997 the Department has held the prestigious status of accreditation under the auspices of the Virginia Law Enforcement Professional Standards Commission. This achievement represents a milestone in the history of the Salem Police Department.

The department is organized into four divisions that work together to carry out the mission of the department. These four divisions are the Communications Division, the Detective Division, the Patrol Division, and the Services Division. In addition to these divisions, a number of specialized units exist to provide needed services to the Salem community.

Goal: To protect the life, individual liberty and property of all people within the City of Salem.

Objective: To provide and enhance the capital facilities and equipment necessary to provide professional police services to the Salem community.

Strategy: Continue funding for the acquisition of modern technology for the police department.

Objective: To continue to provide a highly-trained police force through the provision of mandatory and optional training opportunities.

Strategy: Provide officer training through the programs offered by the Cardinal Criminal Justice Training Academy.

Strategy: Take advantage of and provide specialized training opportunities designed to enhance the knowledge and skills of department personnel.

Objective: Continue and expand the department's community relations activities.

Strategy: Continue Salem's neighborhood watch program for the crime prevention and community relations benefits derived.

Strategy: Continue to educate and inform Salem citizens on Police Department programs and services through the Annual Open House.

Engineering

The City's Engineering Department provides services for citizens and well as other City departments. The Engineering Department reviews development plans for compliance with codes, as well as designs plans for utilities and sites for other City departments.

Goal: To provide professional engineering and related services to the citizens of Salem.

Objective: Administer erosion and sedimentation control regulations in accordance with state and local requirements.

Strategy: Monitor changes in state erosion and sedimentation control requirements to ensure that local codes and procedures are in compliance.

Strategy: Review all public and private land development plans to ensure compliance with all regulations pertaining to erosion and sedimentation control.

Strategy: Regularly inspect all land development projects to ensure compliance with approved erosion and sedimentation control plans.

Strategy: Implement and maintain "good housekeeping" policies with regard to municipal construction and operations.

Strategy: Use the City's erosion and sedimentation control program as one implementation strategy for the City's National Pollutant Discharge Elimination System (NPDES) Phase II compliance plan.

Objective: Maintain compliance with NPDES Phase II rules.

Strategy: Continue to participate as a member of the regional NPDES compliance committee.

Strategy: Monitor NPDES Phase II and other stormwater quality regulations.

Objective: Continue to implement and administer a stormwater management program for the City.

Strategy: As part of the development plan review process, ensure that all structures and land uses comply with the City's flood plain and stormwater management regulations.

Strategy: Work with neighboring jurisdictions on regional stormwater detention and flood reduction facilities and programs.

Strategy: Using available state and federal funding, continue to purchase homes within designated floodplains.

Objective: Continue to develop and integrate GIS/GPS technology into the City's operations and services to provide an accessible and accurate database and geographic information for City and Salem citizens.

Strategy: Continue to convert stored data to digital information for use in the GIS system.

Strategy: Maintain existing GIS digital data to ensure that the GIS system contains the most up to date information.

Strategy: Monitor GIS/GPS needs and acquire new hardware and software as funding permits.

Strategy: Provide mapping and data assistance in the development and maintenance of the City's webpage.

Objective: Strive for lowering the environmental impact of construction.

Strategy: Explore ways to encourage developers to use environmentally friendly (green) construction techniques.

Strategy: Explore and encourage the use of environmentally friendly (green) construction techniques on City projects.

IV. Housing and Neighborhoods

Salem is a community of neighborhoods. Whether it is one of Salem’s older neighborhoods or one of the new developments of the 21st century, Salem offers residents a variety of housing styles, ages, and price ranges. Single-family homes, apartments, townhouses, and manufactured homes are several of the housing types available to existing and future residents.

Many of Salem’s older neighborhoods have considerable historic character and significance. A challenge for Salem is to devise a way to preserve our historic architecture while allowing new development and redevelopment to occur in a manner that is acceptable to the community. This is a challenge faced by communities across the country.

The creation of a local historic conservation district that achieves this balance is one alternative that should be explored by Salem. Geographically this district could encompass an area such as Main Street from the intersection of Lynchburg Turnpike westerly to Langhorne Place; northern boundaries at Hawthorn Road and southeasterly along the Boulevard, including Pennsylvania Avenue and connecting streets to 4th Street.

Salem’s fixed boundaries, compact size, and dwindling supply of vacant land are three factors that are influencing the current character of Salem neighborhoods. These factors also will influence future housing development and neighborhood character in Salem.

Infill Development - New development that is served by existing water lines, sewer lines and streets, thereby eliminating the need to extend these services into new areas.

Zero Lot Line Development - A pattern of development that allows or requires one or more building setbacks to be “zero”, thereby increasing the usability of the remaining set back areas.

Salem’s compact size results in the close proximity of land uses of differing intensities. This pattern should be considered during future rezonings, and care taken to mitigate negative impacts on surrounding residential areas. The lack of developable land in Salem has resulted in a shortage of land for all land uses, including housing. Future housing developments that incorporate development techniques, such as zero lot line development, will reflect a more efficient land use pattern and allow an infill pattern of development on more of the remaining small parcels of vacant land. It is important, however, that future infill

development be compatible with surrounding land uses. Historically, some infill development has not been compatible with the architectural styles and scale of surrounding homes. This trend has been most prevalent in older neighborhoods near downtown Salem and Roanoke College.

Roanoke College contributes significantly to the character of Salem and the high quality of life in the community. As in most college communities, the college’s

student housing needs are being partially met by Salem’s private housing market. This has resulted in the conversion of some single-family homes into investment housing in neighborhoods near the college. In some cases, the absentee ownership of these properties has fostered a lack of property maintenance and associated community appearance issues. The stringent enforcement of existing codes and the adoption of additional (codes) can go a long way towards addressing the housing/appearance issues on many neighborhoods.

Goal: To maintain and enhance the character and quality of Salem’s housing and neighborhoods.

Objective: Continue the cooperative working relationship between Salem and Roanoke College on issues pertaining to the college’s impact on the community

Strategy: Maintain the periodic meetings between the city’s administrative staff and college officials on issues of mutual concern to Salem and the college.

Strategy: Engage neighborhood representatives in the dialog with Roanoke College about issues near them.

Strategy: Explore ways to encourage Roanoke College to utilize its existing geographic footprint to meet its future needs for growth.

Strategy: Explore ways to accommodate parking requirements for Roanoke College without impacting public parking.

Objective: Explore the advantages and disadvantages of adopting a formal historic conservation overlay district in Salem.

Strategy: Consider seeking the assistance of the Virginia Department of Historic Resources to undertake a historic reconnaissance survey in Salem.

Strategy: Consider a public education campaign to provide public education on the pros and cons of creating a historic conservation district in Salem.

Strategy: Initiate public discussion on the possible creation of a historic conservation district to determine if a community consensus exists on the creation of the district.

Objective: Promote and encourage new housing construction that is compatible with the existing quality and character of Salem’s older established neighborhoods.

Strategy: Explore the adoption of zoning standards that allow for property owners to develop infill housing compatible with the surrounding neighborhoods.

Objective: Promote downtown housing options that take advantage of the mixed use and walkable nature of the area.

Strategy: Encourage mixed use structures in downtown and areas where downtown may expand.

Objective: Explore regulatory approaches using Salem’s zoning and building codes to address housing quality and maintenance issues.

Strategy: Investigate the adoption of the applicable provisions of the USBC Part III Virginia Maintenance Code to ensure that all properties in Salem are properly maintained for the health, safety, and welfare of all Salem citizens.

Strategy: Place a priority on enforcement of existing codes and ensure that adequate staff is available to fully enforce codes designed to address housing quality and maintenance issues.

Strategy: Explore the use of civil penalties as a strategy to ensure compliance with local zoning codes.

Strategy: Initiate public educational programs on zoning standards and zoning violations and the need for compliance.

Objective: Explore regulatory approaches using Salem’s zoning and building codes to address the growth of urban agriculture.

Strategy: Develop standards to allow and regulate limited agricultural uses that are appropriate in residential single family areas.

Objective: Encourage redevelopment that is compatible with existing and planned residential areas.

Strategy: Identify locations for future commercial and industrial growth that are compatible with Salem’s existing residential areas on the Future Land Use map.

Strategy: Continue to maintain and enforce screening, buffering and landscape standards for new development in Salem.

Strategy: Explore the use of corridor and neighborhood plans to guide development in targeted areas.

Strategy: Ensure areas that are zoned Residential Business continue to have a residential nature to them.

Strategy: Continue to explore strategies and programs designed to promote affordable housing in Salem.

V. Land Use and Community Appearance

Salem's compact form contributes significantly and positively to its small city character. In recent years new infill development and redevelopment have heightened the public's awareness of land use planning issues and the role that local development codes play in shaping the character of Salem's built environment. The importance of achieving compatible development will be increased in the future as land uses in Salem continue to evolve. The following goals, objectives, and strategies are designed to address identified local issues pertaining to future land use and community appearance.

Goal: Provide additional space for the development or expansion of industrial and commercial business in Salem.

Objective: Identify properties that are currently not being used or are underutilized or otherwise blighted. Then begin a process that will lead to reclaiming these properties so they can be returned to an active, productive use, thereby creating new job opportunities and vital tax revenues.

Strategy: Determine the availability of federal and state programs or grants that would provide financial funding to help facilitate the development of such properties.

Strategy: Consider tasking the Industrial Development Authority, or other similar body, with the long term goal of purchasing property for combination and redevelopment, or conversion to more intensive commercial and industrial uses. Target action in specific areas of the city to create a catalyst for economic development.

Objective: Reprogram Underutilized Major Corridors for Higher Intensity Uses.

Strategy: Plan for the transition of Route 419, 4th Street, western West Main Street, East Main Street, eastern Boulevard from the east City limit to Route 419, and Apperson Drive to higher intensity commercial use.

Strategy: Develop transit and streetscaping plans for particular corridors to encourage pedestrian traffic and commercial activity.

Strategy: Include mixed use development, upper-floor residential uses, and village concept development on East Main Street. Consider a zoning overlay.

Strategy: Consider expanding downtown into adjacent areas through the use of the Transitional Business District zoning or other zoning classifications.

Goal: To improve the beauty and appearance of the City of Salem.

Objective: To initiate action plans to place flowers, trees, and/or shrubbery throughout the business area of the City.

Strategy: Seek funding for this project from the City of Salem and local civic and business groups.

Strategy: Recognize those individuals, businesses and developers that have excelled in landscaping and maintain good landscaping standards at all times.

Strategy: Install streetscaping on East Main Street during improvements.

Strategy: Install streetscaping on College Avenue as part of the expansion of downtown.

Strategy: Encourage the preservation of existing wooded areas during site plan review.

Objective: Insure that the highest development standards are met when city-owned property is sold for development.

Strategy: Establish strict construction and landscaping requirements for city-owned property sold for development.

Strategy: Screen potential purchasers and developers closely to ensure that the proposed project will contribute to the achievement of this goal.

Strategy: Ensure that any future development on the Salem Commerce Park property is undertaken with concern for compatible architectural styles, parking lot design and location, lighting, and the incorporation and reservation of open space and walkways for the benefit of Salem residents.

Objective: To initiate action plans that will enhance the beauty of Salem for residents and visitors.

Strategy: Update the City's landscaping ordinance to require appropriate landscaping for all development.

Strategy: Develop landscaping standards for residential developments larger than four units that provide for adequate buffer zones and require the preservation of existing vegetation and open space.

Strategy: Expand the specimen list of trees in the Urban Forest Overlay District to include more native species, and extend canopy tree requirements to all development.

Strategy: Develop streetscaping plans for major thoroughfares.

Goal: Protect established residential areas from the impact of commercial development.

Objective: To exercise good judgment and sound reasoning when evaluating property rezoning requests that could impact residential areas.

Strategy: Minimize approval of spot zoning requests.

Strategy: Encourage development of commercial and industrial business in areas that have been previously designated for such use.

Strategy: Carefully consider the impact in-fill development has on surrounding property.

Strategy: Update the Future Land Use Map to identify areas for development and redevelopment. Use this plan to guide rezoning requests.

Strategy: Develop Village Centers. Identify small existing commercial areas, away from downtown and adjacent to existing residential areas, and plan for walkable, mixed use, growth around these nodes.

Strategy: Consider locations for the use of the Residential Business District zoning where it is appropriate to maintain a residential character.

Goal: Designate areas within the City of Salem where commercial and industrial development consistent with Salem’s Business Commercial (BC) zoning district is desired and preferred.

Objective: Identify properties within the City that are suitable for this type of development.

Strategy: Incorporate the designation of these properties into the revision to our Comprehensive Plan.

Strategy: Designate the location of these properties on our revised land-use maps.

Strategy: Develop a marketing program to promote the excellent qualities of this area and the availability of these choice construction sites for industries and technology firms compatible with BC zoning.

Strategy: Examine underused city owned properties and, while maintaining ownership, consider them for development.

Goal: Require future residential development to occur in a compact, urban form, while preserving the pre-development character.

Objective: Review requirements for new residential developments larger than four units.

Strategy: Review the Planned Unit Development classifications.

Strategy: Consider encouraging conservation of open space and pre-development character by allowing a density bonus in exchange for per-unit amenities open to all residents of the city.

Strategy: Encourage development to foster non-motorized transportation and connectivity.

Strategy: Ensure that residential development smaller than the five unit threshold is of similar design and character to nearby existing residences.

Goal: Reduce the negative effect of excessive lighting and over amplification of sound systems throughout the City of Salem.

Objective: Improve the quiet enjoyment of Salem as a place to live and work.

Strategy: Review City Code standards pertaining to acceptable levels of sound and light.

Strategy: Consider the adoption of zoning ordinance amendments to define permissible lighting levels and fixture types.

Strategy: Consider forming a committee to provide recognition of those businesses that have made constructive changes and thereby contributed to the achievement of this goal.

Goal: To preserve, to the maximum extent possible, the scenic landscapes, especially the mountainsides and ridgelines, in and around Salem, thereby saving one of the quality of life features, which our citizens value most.

Objective: Work to preserve the natural beauty in and around Salem.

Strategy: Support other valley governments, the State of Virginia, and other agencies and organizations to preserve scenic areas.

Objective: Work to preserve existing riparian areas along the Roanoke River where appropriate.

Strategy: Install native plantings where appropriate.

Strategy: Reconsider land management practices such as mowing and other activities.

Goal: Work to maintain the value of established residential areas.

Objective: Create Stable Neighborhoods

Strategy: Consider Neighborhood Plans as a way of creating stable neighborhoods.

Strategy: Develop standards to allow and regulate limited agricultural uses that are compatible with residential areas.

Goal: Create additional non-vehicular transportation options.

Objective: Develop a Non-Motorized Transportation Plan.

Strategy: Evaluate neighborhoods without sidewalks and determine where it may be appropriate to install them.

Strategy: Investigate where potential future greenways, trails and other paths might be appropriate.

Strategy: Determine bicycle routes and alternative routes. Evaluate where bicycle markings might be appropriate, such as at major intersections frequently used by cyclists.

Strategy: Use the Non-Motorized Transportation Plan to determine how to connect different modes of transportation together, and where that interconnectability would occur.

Objective: Provide additional transportation options.

Strategy: Investigate additional bus routes, STAR van service and other options.

Strategy: Investigate options for bringing passenger rail to the area.

Goal: Expand the Downtown Business District.

Objective: Determine areas where expansion could occur.

Strategy: Evaluate major streets branching off of Main Street for potential redevelopment.

Strategy: Evaluate the usefulness of a parking garage in downtown. Consider other institutional partners.

Strategy: Reevaluate the Future Land Use and Zoning maps to determine if the current zoning and future land use designations are appropriate given the desired reaches of the central business district.

Strategy: Consider expanding the Downtown Business District zoning to incorporate areas or properties that are key to future downtown expansion.

Objective: Ensure development within the downtown area maintains an urban character.

Strategy: Evaluate form-based codes for downtown development.

Strategy: Consider additional streetscaping and placemaking within the downtown area.

Strategy: Extend downtown streetscaping such as wide sidewalks, lamp posts and other pedestrian scale amenities to areas where downtown expansion is desired.

Strategy: Encourage tourism by emphasizing the historic aspects of downtown, such as the “Great Road”.

Objective: Plan for the appropriate growth of Roanoke College.

Strategy: Consider changing the development standards of the CUD as a tool to help maintain the current geographic footprint.

Strategy: Use the CUD zoning to create a desirable geographic footprint, and lessen impacts to the surrounding neighborhoods and downtown.

Strategy: Encourage communication between college and city staff and representatives.

VI. Open Space

Salem has an extensive variety of park and recreational areas and facilities to help meet the leisure needs of citizens. These open spaces, parks, and recreational facilities are valuable community resources that contribute to the high quality of life in the community.

Geographically, Salem is substantially developed, with very little privately held vacant land or open space remaining in the community. As Salem continues to grow and develop economically, these open spaces will compete with other land uses such as residential, commercial, and industrial development. As a strategy for effective land management, Salem needs to balance these competing land use needs, recognizing the importance of all land uses to the health of the community and its residents.

Goal: To continue to provide through public and private actions, a variety of attractive, safe, and accessible parks, recreation, and open space areas throughout the city.

Objective: Preserve and enhance the city's existing parks, recreational and open space areas.

Strategy: Identify, inventory, and report to the community the location of recreational and open space areas in the community.

Strategy: Continue to adequately fund the preservation and enhancement of the city's existing parks, recreational and open space areas.

Strategy: Continue to improve and develop currently undeveloped public property for park, recreational, and open space uses that meet the agreed upon leisure needs of the community.

Strategy: Consider appropriate measures to protect large city parks from future development, including the use of transfer of development rights easements.

Objective: Explore opportunities to expand and acquire park, recreational and open space areas in the community.

Strategy: Identify park, recreational and open space opportunities in areas of the city where none exist.

Strategy: Continue to participate in regional initiatives to develop a Roanoke Valley Greenway system and work to implement Salem portions of the system using funding available from local, state, federal, and other sources.

Strategy: Continue to look for opportunities and strategies to incorporate park, recreational, and open space areas as part of new development in Salem.

Strategy: Evaluate future alternative uses for Mowles Spring Park, and develop a master plan based upon the recreational and cultural needs of the community and the property's development feasibility.

Strategy: Ensure that open space is incorporated into the design of new development that occurs on property acquired from the City of Salem. e.g., the Elizabeth Campus.

Objective: Encourage private property owners to preserve and enhance their properties for park, recreational, and open space uses.

Strategy: Promote the use of conservation easements as a tool to preserve privately-owned open space in areas of the city that are consistent with Salem's land use plan.

Strategy: Consider adopting zoning amendments that provide developers density and other incentives in exchange for the permanent preservation of open space areas incorporated as part of new development.

Objective: Develop a plan for maintenance and improvement of the Greenway system in Salem.

Strategy: Create maintenance and capital improvement budgets for the Greenway system.

Strategy: Identify areas of the Greenway to maintain as parks, as well as areas to remain or convert to a natural state.

Strategy : Install compensation for riparian areas removed during construction of the Greenway at an appropriate time.

Strategy: Provide links to neighborhoods, so that they have access to the trail.

Strategy: Link different land uses, such as residential and downtown, to encourage multimodal commuting.

Strategy: Install interpretative signage to highlight significant natural features and wildlife in appropriate locations such as trailheads.

VII. Transportation and Infrastructure

Maintaining and enhancing a community's transportation and infrastructure systems are among the primary responsibilities of Virginia municipalities. Salem is known for the quality of services provided in these areas. Service needs are anticipated, and facilities and operations are planned to meet expected needs.

Transportation Planning

Transportation planning in Salem is a regional collaborative process led by the Metropolitan Planning Organization (MPO) and other key stakeholders in the regional transportation system. The Roanoke Valley Area MPO is a transportation policy-making organization made up of representatives from area local governments and state and federal transportation authorities. The Federal Surface Transportation Assistance Act of 1973 required the formation of a MPO for any urbanized area with a population greater than 50,000. MPO's were created in order to ensure that existing and future expenditures for transportation projects and programs were based on a comprehensive, cooperative, and continuing (3-C) planning process. State and federal funding for transportation projects and programs are channeled through this planning process. Local MPO's prepare a variety of transportation plans to guide and coordinate transportation improvements within a region. Two of the most important plans for localities, including Salem, are the Long Range Transportation Plan (LRTP) and the Transportation Improvement Program (TIP). These two plans are incorporated into this comprehensive plan by reference.

Long Range Transportation Plan (LRTP): This transportation plan is the statement of the ways the region plans to invest in the transportation system. The plan shall include both long-range and short-range program strategies/actions.

The plan has several elements including:

- Identify policies, strategies, and projects for the future;
- Determine project demand for transportation services over 20 years;
- Focus at the systems level, including roadways, rail, airports, transit, non-motorized transportation, walkability, and intermodal connections;
- Articulate regional land use, development, housing, and employment goals and plans;
- Estimate costs and identify reasonably available financial sources for operation, maintenance, and capital investments;
- Determine ways to preserve existing roads and facilities and make efficient use of the existing system;
- Be consistent with the statewide transportation plan; and
- Be updated every five years, or three years, in air quality non-attainment and maintenance areas.

Transportation Improvement Program (TIP): The TIP is a financially constrained three-year program covering the most immediate implementation priorities for transportation projects and strategies from the metropolitan transportation plan. It is the region's way of

allocating its limited transportation resources among the various capital and operating needs of the area, based on a clear set of short-term transportation priorities. Under federal law, the TIP:

- Covers a minimum three-year period of investment;
- Is updated at least every two years;
- Is realistic in terms of available funding (known as a fiscally constrained TIP) and is not just a “wish list” of projects;
- Conforms with the SIP for air quality if the region is designated a non-attainment or maintenance area;
- Is approved by the MPO and the governor for air quality; and
- Is incorporated into the statewide transportation improvement program (STIP).

Several Salem transportation related projects are included in these two planning documents, such as:

Improvements to Interstate 81

Interstate 81 is a vital transportation link connecting Salem and the Roanoke Valley to other parts of Virginia and the nation. Safety and traffic capacity considerations have resulted in plans to improve the capacity and safety of this transportation corridor. Preliminary engineering for these improvements is now underway; Expansion of the Roanoke Valley segments of this highway to an eight-lane facility is envisioned. Final designs for the highway, including intersection improvements at Exits 137, 140, and 141 may necessitate the acquisition of additional right-of-way, and affect Salem property owners and businesses.

The timing of I-81 improvements must be undertaken with consideration of the impacts of the construction on local street networks. I-81 construction will divert significant regional commuter traffic from I-81 to alternate routes including Main Street in Salem and Route 11/460 in western Roanoke County. It is critical that planned improvements to East Main Street (see below) and Route 11/460 in Roanoke County be completed before construction of the Roanoke Valley sections of I-81 commences.

Apperson Drive/Route 419 Intersection Improvements

Improvements are planned for the intersection of Apperson Drive and Route 419. Preliminary engineering funding needs have been identified, but no funding has been allocated for right-of-way acquisition or construction. The MPO’s regional bikeway plan suggests that the design for these improvements should incorporate wider travel lanes or paved shoulders to accommodate bicycle usage.

East Main Street Improvements

East Main Street in Salem from Route 311 east to Kesler Mill Road is slated for construction to improve traffic flow as well as increase the aesthetic appeal for businesses. Utilities will be updated and stormwater management will be incorporated in the design. In addition, a traffic light will be constructed at the intersection of Lynchburg Turnpike and 460. Construction funding for this improvement has been substantially allocated, and construction is slated to begin in 2017.

Additional Access to South Salem

Salem, in conjunction with VDOT, has been evaluating alternatives for providing additional vehicle access to South Salem (across the Roanoke River) in the western part of the city. The feasibility of these alternatives has been evaluated with consideration of cost and the impact on existing and future land use patterns. No preliminary engineering, right-of-way or construction funding has been allocated for this project.

Local Actions

At the local level, Salem can enhance transportation efficiency by undertaking specific actions designed to address local conditions and trends. Actions such as the following should be continued or considered:

- Continue to work with VDOT on coordinating traffic and access improvements necessary as the result of new land development within the city;
- Work with Valley Metro to evaluate routing, schedule and service changes that might be necessary to best serve the needs of Salem residents and employees;
- Consider zoning and subdivision ordinance amendments that will establish local standards for street access associated with new land development in the community;
- Establish a local in-house staff committee to discuss and recommend strategies to address city-wide transportation problems/needs. Initial work of the committee could focus on developing an action response plan to address I-81 closings, discussions of the long term need for a western Salem by-pass, and traffic management issues associated with special events such as Olde Salem Days, and the Salem Fair;
- Develop a non-motorized plan to enhance walkability and non-motorized transportation in the City. The plan should include but not be limited to greenways, sidewalk, and bicycle lanes;
- Evaluate the feasibility and desirability of incorporating traffic calming techniques on specific streets as a strategy to mitigate the negative impacts of traffic volumes and speeds on specific streets in neighborhoods; and
- Continue to participate in the regional Early Action Compact created to voluntarily address regional air quality issues through proactive planning designed to reduce air emissions and improve air quality in the region.

Other Services

In addition to transportation planning, Salem provides a full range of public services to its residents. The quality and costs of essential services help to define citizens' perspectives on local government. The following goals, objectives, and strategies are designed to ensure that Salem continues to meet, and/or exceed transportation and infrastructure needs in the coming years.

Electric Service

The City of Salem owns and operates its own electric distribution system, providing power to Salem's residential and business customers. Power provided to customers is purchased wholesale by means of a contract with American Electric Power. This system of ownership and distribution has allowed Salem to offer competitive power

rates to its customers, and to directly provide this important service to the community.

Goal: To provide safe, secure, reliable, and economical electric service to all of the electric customers of the City of Salem.

Objective: Monitor wholesale supply power contract, applicable rate cases, and developments within the electric power industry.

Strategy: Work through Blue Ridge Power Agency to review power costs, follow rate cases, and monitor trends and changes in the industry.

Objective: Improve the electric transmission and distribution system to allow safe and reliable operation under normal and contingency loading.

Strategy: Develop a system improvement plan based on an Asset Management Program.

Strategy: Implement substation communication upgrades.

Objective: Maintain and upgrade the electric systems' existing facilities.

Strategy: Continue the existing substation maintenance program.

Strategy: Monitor and replace aging underground cables as necessary.

Strategy: Continue to monitor and improve as necessary system problem areas.

Objective: To provide more accurate meter readings and allow customers better access to their billing information.

Objective: To provide better outage response by getting notification from electric meters.

Strategy: Install an Automated Metering Infrastructure to read electric and water meters.

Goal: To support other City services communication requirements.

Objective: Install and maintain fiber optic infrastructure.

Strategy: Work with Technology Department to determine needs and plan infrastructure improvements.

Solid Waste Management

Salem's Department of Solid Waste Management is responsible for the operation of the City Transfer Station, post closure monitoring of the closed landfill, and the city's recycling program. Solid waste is collected and transported to the Transfer Station, where it is transferred to vehicles for delivery to a private landfill facility.

Salem's closed landfill, located in the Mowles Spring Park area of the city, was vacated pursuant to a closure plan approved by the Virginia Department of Environmental Quality. Monitoring and maintenance of this facility is conducted in accordance with the plan, and state and federal requirements.

Salem’s recycling program operates three drop-off centers for resident usage, and provides cardboard recycling for local businesses and industries.

Goal: To continue to provide cost effective and environmentally sound solid waste management services for the citizens of Salem.

Objective: Continue to comply with Federal and State mandated requirements as they apply to Salem’s solid waste management operations.

Strategy: Monitor regulations that affect Salem’s solid waste operations, and comply with the regulations in a cost effective manner.

Strategy: Maintain the closed landfill facility in a manner that eliminates adverse environmental impact on the community.

Strategy: Evaluate alternative beneficial uses of the closed landfill facility, based upon compliance with federal and state regulations and the cost effectiveness of alternative uses.

Objective: Maintain the capital equipment and facilities necessary to provide Solid Waste Management Services to the citizens of Salem.

Strategy: Conduct an evaluation of present facilities and equipment to determine the need for upgrading or replacing. Factors to be considered include cost savings, efficiencies, and environmental impact.

Goal: To continue to offer cost-effective and environmentally sound recycling options to the citizens of Salem.

Objective: Expand participation in the recycling program through community education initiatives.

Objective: Initiate the collection of additional recyclable materials as markets evolve.

Strategy: Closely monitor markets for recyclable materials and initiate the collection of these materials when the market warrants.

Table 10.
2010 Recycling Rates for the Region

Botetourt County	Roanoke County	Roanoke City	Salem	Virginia
17.40%	27.30%	52.90%	51.30%	40.50%

Source: Virginia Department of Environmental Quality

Water and Sewer Services

Salem provides potable water to city residents and businesses. The Roanoke River and three public wells currently provide the city’s raw water supply, which is treated by the City’s 10-million-gallon-per-day water treatment plant prior to distribution. In 2010 an annual average of 4.3 million gallons of water was treated daily. Since being placed into service in 2005, the water treatment plant enables Salem to comply with

all regulatory requirements and meet the community's existing and future potable water needs.

Wastewater in Salem is collected by lines owned by the city. Treatment is provided at The Regional Water Pollution Control Plant in Roanoke on a cost per million gallons basis.

Goal: To develop and maintain a reliable and affordable water supply for the City of Salem both for domestic and industrial consumption.

Objective: Continually monitor the reliability of the City's water supply sources.

Strategy: Continue to operate and maintain existing facilities to ensure that all water sources remain available for the city.

Strategy: Participate in any regional discussions on the development of new water supplies from sources such as the New River or Smith Mountain Lake.

Objective: Continually monitor the City's water distribution system and replace and enlarge components as necessary to ensure the availability of water to all customers.

Strategy: Continue to prepare an annual five-year Capital Improvement Plan and Needs Assessment for the City's water system.

Strategy: Continue to perform asset management to assess City's water system for needed improvements and upgrades.

Objective: Continue monitoring future regulatory changes on impacts to the City's plant or distribution system.

Strategy: Evaluate proposed regulatory changes to current treatment processes and distribution operations and make decisions on needed improvements to ensure compliance with the regulations.

Goal: To develop and maintain a reliable and affordable wastewater collection system for the City of Salem while meeting the approved Corrective Action Plan for sewer system rehabilitation and improvements as specified in the City's consent order with the Department of Environmental Quality.

Objective: Continually monitor the City's wastewater collection system and replace, or rehabilitate components as necessary to ensure the adequacy of the system.

Strategy: Continue to prepare an annual five-year Capital Improvement Plan and Needs Assessment for the City's wastewater collection system.

Strategy: Continue the implementation of the City's infiltration reduction program to reduce the City's wastewater treatment costs.

Strategy: Continue investigative work on the sewer system in order to develop and prepare future large capital projects needed to maintain compliance with the City's Corrective Action Plan and associated schedule.

Strategy: Continue to explore and obtain funding opportunities to pay for the large capital projects associated with the City's Corrective Action Plan.

Objective: Continue to participate in the Regional Water Pollution Control Plant, including participation in the cost of updates and increased capacity.

Streets and General Maintenance

The Streets and General Maintenance Department is comprised of six divisions, each with a specific area of responsibility. These divisions are beautification, building maintenance, fleet management, sanitation, streets and street signs, and pavement marking.

Goal: To provide professional and cost-effective services to the citizens of Salem in the areas of streets and general maintenance of public facilities.

Objective: Work to maintain and improve the beauty of the City's streetscapes and public areas.

Strategy: Using standard horticultural practices, continue the City's landscape maintenance program for City-owned buildings and parking lots.

Strategy: Continue the City's public tree management program.

Strategy: Maintain and improve existing plantings around public buildings, parks and along public roadways.

Strategy: Manage the City's urban forest by providing services such as maintenance pruning, hazard removal, replacement planting, new tree installation, fertilization and pest control.

Objective: Continue to provide cost effective public building and public land maintenance services.

Strategy: Maintain and repair all Salem public buildings, including school buildings within the City.

Strategy: Maintain all Salem parks and recreational facilities, including irrigation systems.

Strategy: Monitor the City's building needs and plan for and implement needed enhancements as funding will allow.

Objective: Continue to provide cost effective and professional fleet management services.

Strategy: Prepare an annual five-year Capital Improvement Plan that identifies vehicle improvement and replacement needs. Prepare bid specifications for the acquisition of new vehicles.

Strategy: Continue the City's preventive maintenance program, and maintain and repair all vehicles within the City's fleet.

Objective: Provide cost-effective and environmentally sound waste collection services to Salem citizens and businesses.

Strategy: Continue to collect all curbside and dumpster refuse on a weekly basis.

Strategy: Maintain all public roadsides by providing litter removal services.

Objective: Continue to maintain and improve all public streets within the City.

Strategy: Monitor, maintain, and repair all streets, curbs, gutters, storm drains, sidewalks and driveway entrances along public roadways.

Strategy: Explore the creation and funding of a sidewalk and bikeway/greenway expansion program within the City.

Strategy: Continue to mow all public parks, schoolyards, and municipal grounds.

Strategy: Continue to provide assistance for City sponsored special events.

Strategy: Continue to coordinate with the Department of Engineering and the City Manager's office on issues pertaining to future paving, road widening, utility coordination, and curbing and sidewalk expansion initiatives.

Strategy: Work with other City departments to develop a non-motorized transportation plan for the City.

Objective: Inform and guide the public safely and efficiently throughout the City by accurately and legibly placing street signs and marking pavement.

Strategy: Continue to maintain and repair all street signage.

Strategy: Monitor and recommend improvements in signage and marking technology for the safety and benefit of the public.

Technology

Salem continues to invest in technologies that are both flexible and scalable to support and meet the demands of the city's strategic initiatives relating to education, economic development, quality of life and overall management and operation of the city.

Goal: Ensure infrastructure exists and is in place to support the school system's Comprehensive Plan relating to instructional support and technology.

Objective: Provide current technology to address the schools technical needs for now and the future.

Strategy: Coordinate with the City of Salem Schools to ensure the needed technology services and infrastructures are available and accessible.

Goal: Coordinate with Planning and Economic Development to meet the needs of technology-based initiatives for business and industry.

Objective: Support innovative technology-based development opportunities.

Strategy: Continue expansion and investment in core telecommunications infrastructure to support both wired and wireless opportunities.

Strategy: Continue to seek and expand public-private partnerships that foster economic development initiatives.

Goal: Facilitate departmental technology planning sessions that support division goals and optimize operations and services throughout the city.

Objective: Streamline business processes and workflow through purchase of new enterprise software solutions.

Strategy: Prioritize and purchase solutions that provide the greatest impact to services and operations.

Goal: Leverage opportunities with other public and private organizations to support technology initiatives in the region.

Objective: Actively pursue opportunities to enhance technology in the region.

Strategy: Continue to participate in initiatives with local and regional organizations that foster technology innovation and opportunities.

Strategy: Pursue and coordinate public-private partnerships that foster technology innovation and support economic development initiatives.

Existing Land Use Map

Land Use information displayed on this map was obtained from City of Salem Real Estate assessment data. Twenty-six distinct land use assessment categories were aggregated into the seven land use categories displayed on this map. These seven categories are:

Commercial - Commercial areas comprise approximately 12% of the city's land area. They are located primarily along the major road corridors in Salem. These areas are used for a variety of commercial uses including retail, service, and office-type functions. Privately owned recreational uses also are designated as commercial uses.

Industrial - Historically, most Salem industrial areas developed primarily along the river and railway lines in the community. Industrial areas comprise 9% of the city's land area and are the location of a significant portion of Salem's employment base. They are used for a variety of manufacturing, processing and storage activities.

Institutional - This category comprises 20% of the city's land area and includes all publicly owned property, and other properties owned by tax exempt and charitable entities. Included are uses such as schools, other public buildings, parks, open spaces, and facilities for religious worship.

Manufactured Homes - This residential category identifies the location of existing manufactured home parks within the city. Less than 1% of the city's land area is devoted to this use.

Multi-Family Residential - This category shows the location of existing multifamily development within the city. Included are any residential parcels other than single family. Approximately 3% of the city's land area is devoted to this use.

Single-Family Residential - Single family homes are the predominant land use within the city, comprising 41% of the city's land area. Included in this category are small lots devoted to single family use, and larger tracts of land that are the location of at least one single family home.

Vacant - Vacant parcels are privately owned lots or tracts containing no land use or assessed structure. They comprise 14% of the city's land area. Public parks and recreation areas are not included in this category. Many of these vacant parcels are suitable for future development opportunities.

Future Generalized Land Use Map

The Future Generalized Land Use Map serves as a general guide for the future development of the Salem community. Both public and private sector decision makers may use this map. Local planning commissions and elected officials can use this future land use map as one source of information when planning public facilities, or evaluating land use requests. The map also may serve as a general guide for private investment, indicating the location and type of future desired development.

This map presents a generalized overview of desired land use locations within the city. The map is not intended to be parcel specific. As a generalized map, a mixture of land uses may be found in any designation. The specific location of future land uses will be determined by the zoning ordinance, and when required, the Planning Commission and City Council will review specific land use requests. Such review will consider the compatibility and benefits of the use and land use impacts of a specific use on the surrounding neighborhood and larger community.

Nine future land use categories are shown on this map. They are:

Commercial Areas - Commercial areas generally designate the location of existing and desired future retail, service, and office areas. Included are downtown, highway commercial, and neighborhood commercial areas.

Industrial Areas - Industrial areas are the location of a significant portion of Salem's industrial and employment base, and are used for a variety of manufacturing, processing, and storage activities.

Economic Development Areas – These areas have been designated as possible suitable locations for productive economic uses, and may include commercial, industrial and/or residential uses. Future development in these areas will be compatible with surrounding properties with respect to land use, density, access, and site design features.

Downtown Areas – These areas have been designated for possible suitable locations for downtown uses and character. The areas would provide commercial and mixed-use commercial/residential development.

Institutional Areas - This category includes major publicly-owned property, and other major properties owned by tax exempt and charitable entities.

Mixed-Use Areas – These are areas that appear to be suitable for different uses in close proximity. The City recognizes that these areas have residential and commercial components that are compatible and do not appear to be moving toward commercial at this time. These areas probably will have different uses for the foreseeable future.

Residential Areas - Residential development is the predominant land use within this category. New residential development primarily will be located within these areas. The density and type of new residential development in these areas will be determined by

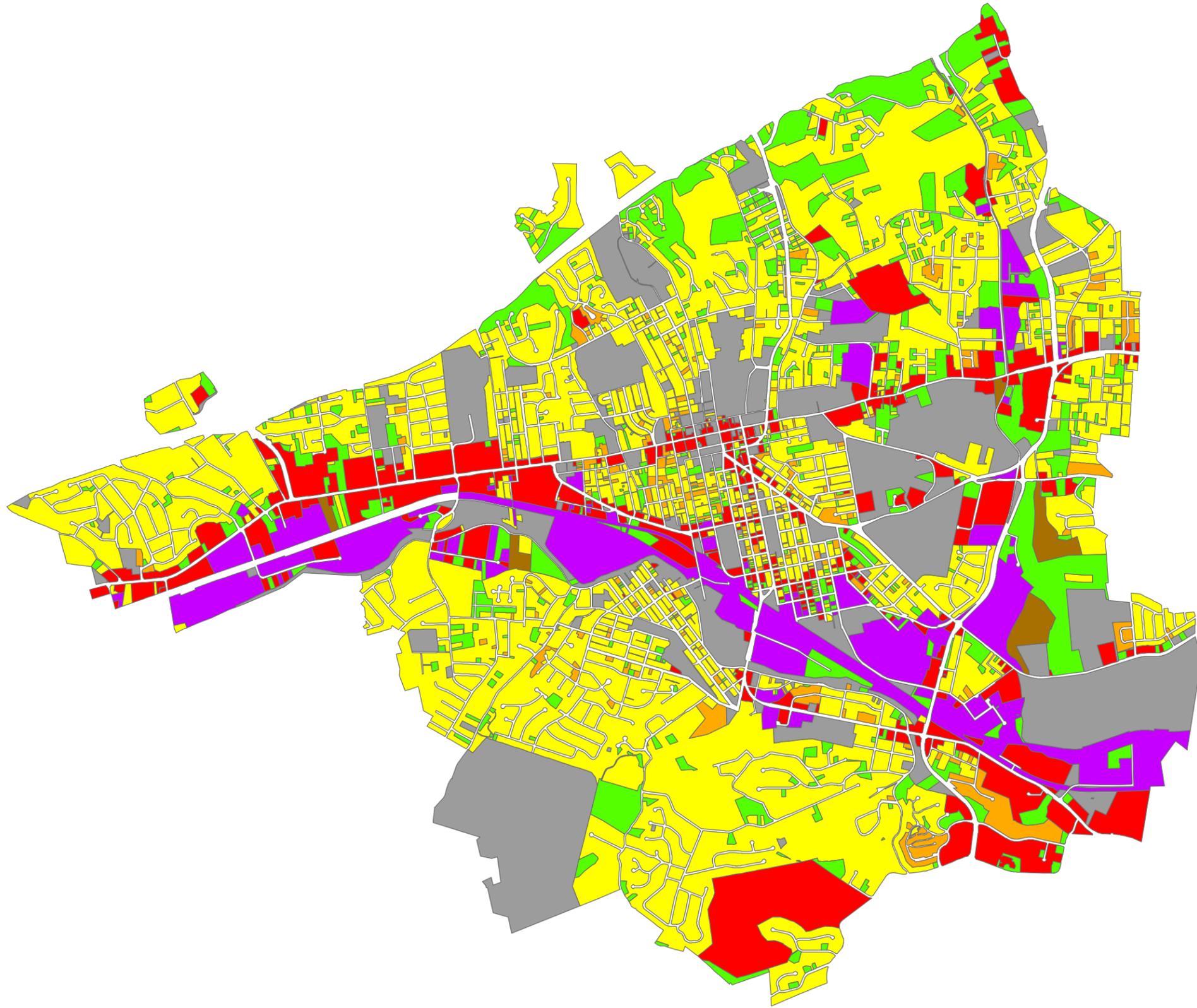
zoning, and the adequacy of public facilities, access, and compatibility with surrounding land uses.

Transitional Areas – These areas are in transition from residential to commercial uses. They are located along roadways with high traffic volume with high exposure to passing vehicles which increases the potential for commercial uses.

Public Parks and Recreation Areas – This category shows the location of existing and proposed public parks and recreation areas. It is inclusive of city-owned park land and more active recreational facilities such as the Moyer and Salem Civic Center recreational complexes. Also included within this category are existing and proposed greenway corridors within the city of Salem.



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**OFFICIAL EXISTING
GENERALIZED LAND USE MAP**

MAP FEATURES
EXISTING LAND USE
Categories

-  COMMERCIAL
-  INDUSTRIAL
-  INSTITUTIONAL
-  MANUFACTURED HOME
-  MULTI-FAMILY RESIDENTIAL
-  SINGLE-FAMILY RESIDENTIAL
-  VACANT

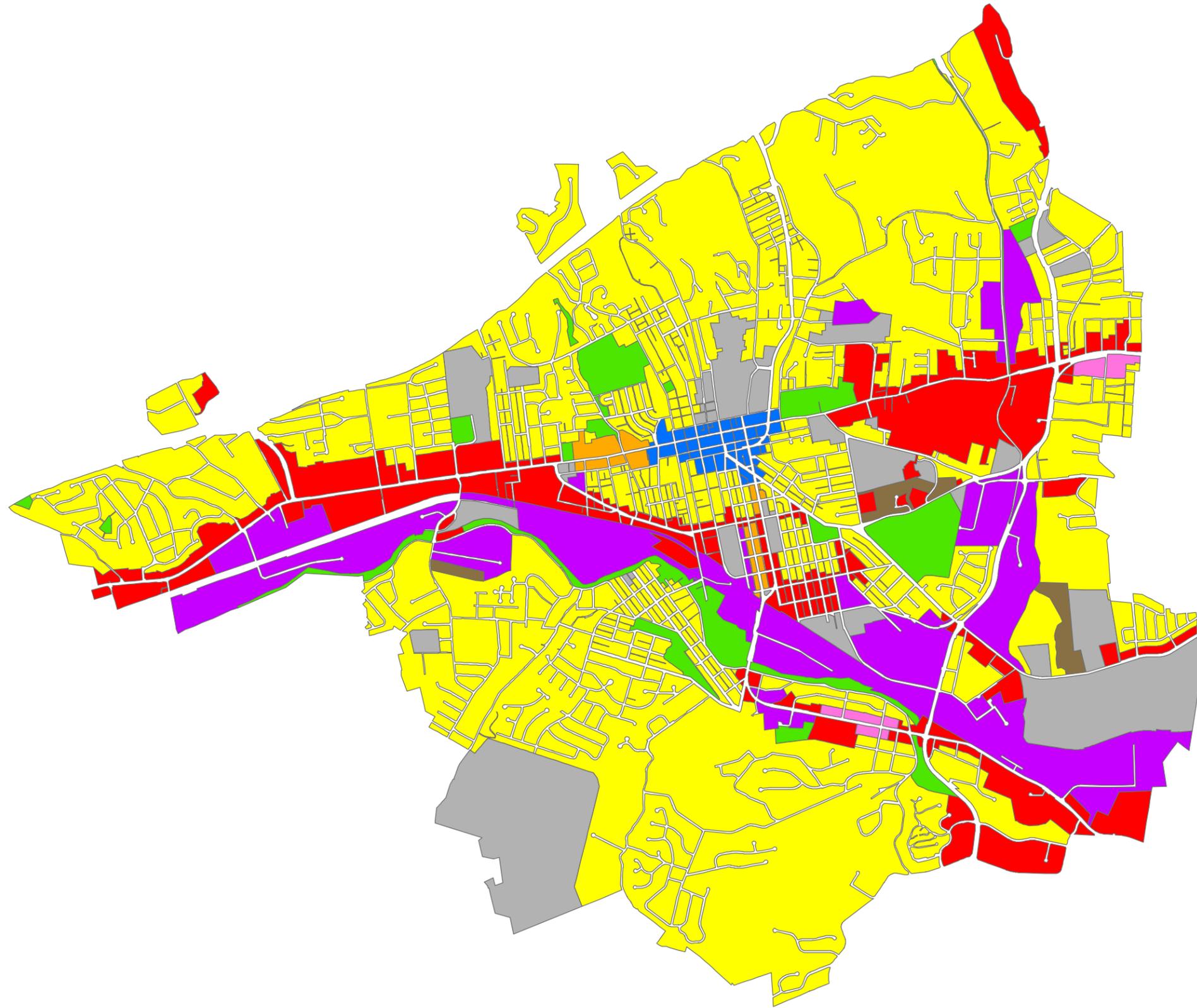
Scale:
1 inch = 3,000 feet
0 1,500 3,000
Feet

Date:
June 11, 2012

Project File:
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ExistingLandUse_11x17.mxd



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**OFFICIAL FUTURE
GENERALIZED LAND USE MAP**

MAP FEATURES

**Future Land Use
Categories**

- COMMERCIAL
- DOWNTOWN
- ECONOMIC DEVELOPMENT AREA
- INDUSTRIAL
- INSTITUTIONAL
- MIXED-USE
- PUBLIC PARKS AND RECREATION
- RESIDENTIAL
- TRANSITIONAL

Scale:
1 inch = 3,000 feet
0 1,500 3,000
Feet

Date:
June 11, 2012

Project File:
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FutureLandUse_11x17.mxd



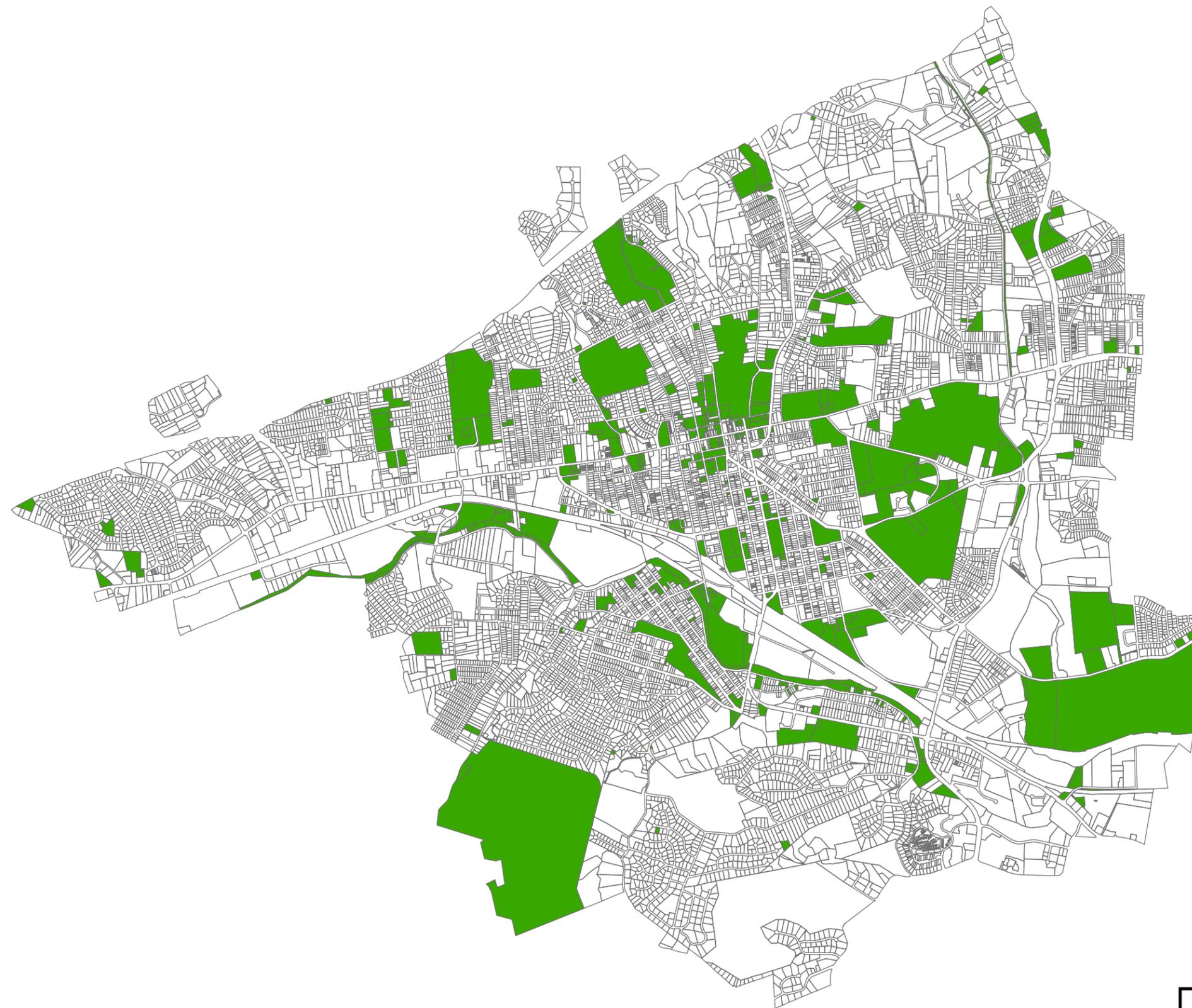
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**OFFICIAL TAX EXEMPT
STATUS LAND USE MAP**

Scale:

1 inch = 3,000 feet

0 1,600 3,200



Feet

Date:

JUNE 11, 2012

Project File:

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TaxExempt_11x17.mxd

MAP FEATURES

 TAX EXEMPT PARCELS

 CITY OF SALEM PARCELS