

PRESERVATION MEANS BUSINESS: A PLAN FOR DOWNTOWN DEVELOPMENT



East State Street at Lincoln Avenue, c. 1900 tinted post card

Prepared for
City of Salem
231 South Broadway Avenue
Salem, Ohio

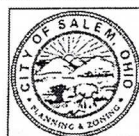
September 2014



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**OHIO
HISTORY
CONNECTION**

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Historic Preservation Office

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INTRODUCTION

This project took place between April 2013 and September 2014 and had three components: downtown development, structures, and preservation publications. It significantly expanded the “Preservation Means Business” initiative begun by the Salem Preservation Society. The City selected the historic preservation consulting firm of Taylor & Taylor Associates to work with local volunteers on the downtown development component and this report details that work. Taylor & Taylor was very familiar with the historic character of the community, having previously completed a historic resource survey and a nomination to the National Register of Historic Places for Salem’s downtown historic district. Taylor & Taylor provided oversight for all aspects of the project. David Taylor, Principal, oversaw the project, assisted by Senior Historian Mary Anne Reeves. Both meet the professional qualification standards set forth in 36 CFR 61. This section of the Code of Federal Regulations addresses the academic and experience requirements that must be met by historic preservation professionals carrying out projects funded by State Historic Preservation Offices. The local project coordinator was Virginia Maria Grilli, Chair of the City’s Design Review Board. Ms. Grilli was assisted by Lisa Cahill, a downtown property owner who serves as Certified Local Government Representative and sits on the Design Review Board ex-officio. 75 local volunteers served on various aspects of this project.

Ms. Grilli organized a series of 20 educational programs. These included public presentations related to history, architecture, and preservation practices as well as continuing education for preservation and review board members. Mass distribution of literature on 5 preservation topics was completed. Succession training for the Design Review Board was drafted. The specifics are outlined in Appendix A.

Activities to increase participation in preservation activities, the Salem Preservation Society, and the Salem Federation of Women’s Clubs were conducted. These were designed to improve visibility and reach within the community. Displays, a membership campaign, public events, marketing materials including a Historic Downtown Salem map and First Ladies/Smucker House tea card were done. These are outlined in Appendix B.

A variety of consensus building activities were conducted. Ms. Grilli organized six road trips to comparable cities with 50 different people attending one or more day-long trips, filling 76 seats, to Beaver and Brookville, PA, Wooster, Medina, Millersburg, and Ravenna, Ohio. After each visit, we solicited input on first impressions, what could be applied to Salem, and participants’ thoughts on the process and issues related to downtown revitalization. We surveyed business owners and local organizations to select a name for a new organization - Friends of Historic Downtown Salem. Preservation and the Chamber agreed to be the points of contact while formation activities continue. Mentor volunteers were identified based on areas of expertise: code allowances, building rehabilitation, and façade improvement. Block Stars, based on location, will be identified in the next phase. These activities are outlined in Appendix C.

The rest of this report details the work of the team, led by Taylor & Taylor, to refine and implement a plan for downtown development.

We began by reviewing related plans developed over the last 30 years:

- Salem: A Revitalization, KSU School of Architecture and Environmental Design for the Salem Community Urban Redevelopment Committee (1985)
- Salem Area Sustainable Comprehensive Plan, OSU Extension Sustainable Development Initiative for the Salem Community Partnership (2009)
- Technical Advisory Committee Report, Citizens of Salem to the Salem City Council (2012)
- Salem City Council Strategic Plan, subcommittee work (in progress)

While some progress has been made on each of these plans, none of them was fully adopted by the City. The first three plans have significant recommendations, grounded in valid research. They reflect the opinions of

many community members and technical experts. However, we believe that the sheer volume and variety of information made it difficult for people to grasp and endorse the recommendations. These plans should certainly be used for reference and guidance as work progresses. The last plan is in progress and we hope that its simplicity, and the fact that it is being driven by City Council efforts, will make it successful.

Nonetheless, we recommend action on several key objectives in the next 15 months to guide the revitalization of Historic Downtown Salem. We don't advocate the establishment of a formal Main Street program initially but do suggest adopting their principles for organization, promotion, design, and economic restructuring. We also recommend that a true business development approach be promoted concurrently. We must find sources of funding to hire part-time staff and/or a firm to manage downtown development since it cannot be coordinated solely with volunteer labor.

Through a series of multi-day visits to Salem over the summer of 2014, the project team visited nearly all downtown businesses and interviewed building and business owners about the downtown, its condition, the challenges facing the central business district, and their vision for downtown development. Two dinners and one breakfast were held with community leaders and prospective investors. In addition, presentations were given to City Council (July 15), to the Executive Board (July 17) and the full Board of the Chamber of Commerce (September 5), and to a small groups of merchants (July 15). A luncheon presentation was made to the local Kiwanis Club (August 14) and the Consultant met with the Design Review Board (August 14).

By consensus, nearly all of the individuals interviewed voiced concerns about:

- The need for additional foot traffic downtown
- Uneven code enforcement
- Heavy truck traffic through the downtown
- The poor physical condition of some buildings
- Parking issues, including store owners and employees parking in front of their place of business
- Better directional signage, especially for parking lots

A Community Historic Preservation Workshop was held at City Hall on August 14. It focused upon the process of downtown revitalization within the context of historic preservation. The 4-point Main Street Approach and the eight principles of Main Street that were also developed by the National Main Street Center were presented. These are described in more detail in Appendix D and E respectively. The workshop featured a PowerPoint presentation that included visuals drawn from other communities with which Taylor & Taylor had worked and concluded with contemporary images of downtown Salem. Ample time was allowed for questions.

On August 24, a community forum was held in Salem, to solicit comments from the public and from any of the downtown business and property owners and members of the community at large that had not been contacted during the interview process. Portions of the PowerPoint used during the Community Preservation Workshop were shown as was part of a PowerPoint developed by Town Center Associates highlighting their approach to downtown development. Throughout the process, feedback via e-mail and websites were solicited and recorded.

The planning document that follows is intended to serve as a guide for activities for Phase 2 from October 2014 through December 2015. It is not a comprehensive plan but rather actionable items that can be accomplished within 15 months given our resources at hand.

Recommended Objectives for Phase 2

City government, both administrative and legislative, must actively manage downtown as a community resource. That said, Downtown is everyone's business so individuals and organizations must do their part, too. The activities we propose **can** be accomplished in 15 months. We feel they will make the biggest impact upon downtown development with the smallest investment of human and financial resources.

Redefine C3 zone and create a comprehensive zoning ordinance for Historic Downtown Salem. To better align with the National Register Historic District and the location of commercial and public buildings, we recommend changing the Eastern boundaries of C3 (described in Appendix F). We recommend that City Council:

- Create a document that includes all zoning regulations regarding the C3 district into one ordinance.
- Highlight and take full advantage of the allowances afforded by National Register recognition.
- Form a Business Authority to handle issues, variances, and permits for C3 - one stop service.
- Incorporate architectural design review into the policy. Determine if the Business Authority or the Design Review Board should administer the process.
- Implement minimum standards for maintenance. Adopt a program of early Intervention for deteriorating downtown buildings. Include window covering requirements for construction and warehousing activities. Support the demolition and repurposing of 363 East State Street (Tanfastic).
- Zoning should be vertical with first floors devoted to commercial space and upper levels to mixed use with emphasis on residential development.
- Signage should permit historically accurate projecting signs as long as their scale, materials and method of illumination are appropriate.
- Code information and enforcement must be consistent, fair, public, web-based, and easy to understand and access.
- Establish a management entity for Historic Downtown Salem.
- Obtain services of a local building official.

Develop public signage in the district to include:

- 4 Gateway (Historic Downtown Salem # Miles) and 18 perimeter (Entering Historic Downtown Salem) signs.
- At least three way finding signs/kiosks (You Are Here) with map slots, map graphic, business listings, and ad space located at Lincoln/State, Broadway/State, and Ellsworth/State.
- Directional signage for parking and select public and historic attractions.
- Develop interpretive signs (13 over a four year period) with the Salem Historical and Preservation Societies. Located along State (8), Broadway (2), and Lincoln (3), these would provide a panoramic view of the block from a historic perspective and are oriented to allow pedestrians to read while comparing to the current streetscape.
- Design and install customized street signs that are a different color, include the words "Historic Downtown Salem" as well as the street name, and possibly a logo.

These reinforce the sense of place necessary for brand and identity development. They also facilitate movement through the zone.

Promote a culture of customer service and competence throughout city government. Every elected official and employee is an ambassador for Salem. Being welcoming, informative, and facilitative is expected. Helping citizens and businesses to navigate the system is the norm. To provide staff with the skills they need:

- Offer customer service training with the motto of "Get to Yes."
- Hold staff accountable and enforce personnel policies.
- Recognize high performers and discipline/dismiss those who do not uphold the standards.
- Provide continuing education and professional development for city officials and employees.

Develop the Friends of Downtown Salem, a membership organization, to promote the initiatives of the district. Work with all constituent groups to design and implement the plan.

- Obtain funding for a part time director and administrative costs. The group should be self-sustaining and have a physical presence downtown.
- Determine which shared services are most beneficial to downtown businesses. Concentrate on marketing, special events, and business support.
- Determine how to communicate and meet with downtown building and business owners. Establish a process and a schedule to do so.
- In conjunction with partner organizations, offer at least four large scale events to bring people downtown: Valentine activity (Creative Learning Center - February), Chocolate Crawl (Salem Preservation Society - May), Grande Parade (Chamber - August), Scavenger Hunt (Salem Preservation Society - TBD), Family Fall Fun Day (Chamber and Salem Historical Society - September), Scarecrow Contest (Library, Parks Department, Beautification, Preservation - October), holiday event (Salem Federation of Women's Clubs - November or December).
- Coordinate downtown-wide sales and coupon program to improve sales since healthy businesses can afford to maintain/upgrade their space.
- Serve as an intermediary between City offices and downtown business owners to help avoid and to mediate issues with the City.
- Determine general and specific targets for downtown retail, entertainment/dining, services and residences. Set occupancy goals and work with SOD, Chamber, and other groups to recruit to meet them.
- Support the efforts of the Salem Beautification Committee.

Redefine the role of the Salem Tourism Advisory Board to become a fully functioning Tourism Board so that they:

- Consolidate and coordinate all tourism activities within the city.
- Manage city-wide events like parades, festivals, and the cruise.
- Aggressively market Salem as a destination with promoters, tour operators, the media, and on social media.
- Expend funds on promotion and activities coordinated by the Board vs. other organizations.
- Investigate the potential for part-time staff, co-located downtown with the Chamber, Friends of Historic Downtown Salem, Salem Historical Society, and/or Salem Preservation Society.

Work with infrastructure group to:

- Make changes to traffic and access patterns to improve flow.
- Improve parking by determining what areas can have diagonal vs. parallel. The former is easier to use.
- Create a system of color coding for parking areas. Use color coded directional signs for parking.
- Improve the appearance of and promote rear entrances since these provide access to a larger number of parking spots.
- Install wireless internet throughout downtown.

Develop gathering spaces downtown.

- Install durable seating throughout downtown.
- Develop spaces for groups to congregate and hold activities - both informal and formal. Incorporate vegetation or a water feature to create a park like feel but design it to be low maintenance.
- Provide regular programs in the space and encourage groups and individuals to use it.

Aggressively develop upscale downtown housing on second and third floors.

- Ensure that ordinances support downtown residential development.
- Offer resources and incentives for design, rehabilitation, and adaptive reuse of upper levels.

- Encourage Fire Department to take full advantage of the allowances available under the code when evaluating the safety of a prospective space.
- Target Millenials and empty nesters who are looking for this type of urban lifestyle.

October-December 2014

Organization

- Reach consensus on the organizational framework for the downtown revitalization program - a new stand-alone non-profit, a municipal business district authority, a management contract with a third party provider, or some combination of these. The organization(s) should be business-friendly, welcoming, develop existing and new business, and should ultimately include paid staff, even if part-time, well-versed in grantsmanship.
- Establish a steering committee to write bylaws and formalize the organization. Expand and refine the working mission of Friends of Historic Downtown Salem. Identify candidates for the leadership and committees which will meet monthly starting in January.
- Develop an e-mail directory of all downtown stakeholders and update it regularly
- Continue active participation with City Council 5 Year Plan sub-committees. Infrastructure Committee and Community Development Committees are meeting. Join Housing & Zoning and Services as they convene. Integrate recommendations of this plan into those.
- Get agreement in principal to proceed with changing the boundaries of C3 and rewriting zoning to develop an ordinance for C3 that consolidates all aspects of zoning. Collect samples and begin drafting documents.
- Redo the Tourism ordinance to change its function and composition. Complete for January 1 implementation.

Promotion

- Ask/submit to the City of Salem, Salem Area Chamber of Commerce, Salem Historical Society, Salem Preservation Society, Salem TAC, and community organizations to disseminate dynamic, frequently updated downtown Salem information on their websites and Facebook pages including: links to appropriate sites like the State Historic Preservation Office of the Ohio History Connection, Heritage Ohio, the National Trust for Historic Preservation, National Alliance of Preservation Commissions, Ohio Board of Building Commerce, and Ohio State Fire Marshal's office.
- Encourage participation in city-wide events: Scarecrows, Scavengers, Small Business Saturday, and Christmas Open House.

Design

- Continue to encourage the City to resolve the Tanfastic Building issue. Assist the City in preparing documents for the State Historic Preservation Office of the Ohio History Connection and take necessary steps to have the building designated a non-contributing feature within the National Register historic district because of its deteriorated condition and apparent structural failure. Such action facilitates the City's application for public funding for removal.
- Design Review Board subcommittee will revise the Historic Preservation Ordinance for Council consideration in 2015. Include the most commonly recommended features into the review process. Discuss expanding review to any structure within the City with a historic designation including: National Register, Ohio Historic Inventory, and Century Homes. Change provision to certificate required. No is no.
- Establish a mechanism to document buildings more than fifty years of age that are proposed for demolition. Adopt a "certificate of appropriateness required policy" to demolish any structure in the City over 50 years old.

Economic Restructuring

- Widely promote information on state and federal rehabilitation investment tax credits.
- Monitor the consistent application and fair enforcement of building and maintenance codes.
- Provide information and education for inspectors on Section 34 of the Ohio Building Code.
- Plan an evening for this quarter or next with representatives of the City of Kent to discuss their downtown revitalization.

January-March 2015

Organization

- Hold formation meeting of new organizational body. Confirm leadership through appointment (if an Authority) or election (if a community group). Establish monthly meeting schedule.
- Offer four Block Parties on a quarterly schedule with property owners/tenants invited. The goal is to get people from the same area together but times of day and locations should be staggered so that people can attend the Block Party of their choice.
- Build upon the mentoring program that has been initiated in the areas of construction, façade improvements, and building code issues. Develop Block Stars (mentors who have been successful in the area of expertise) in business development, marketing, merchandising, etc. Formalize this program over the ensuing months
- Sponsor a workshop and/or provide information for local realtors, the financial community, prospective investors, and others to explain the state and federal rehabilitation tax credits.
- Determine if membership in the National Main Street Center of the National Trust for Historic Preservation, Heritage Ohio, National Alliance of Preservation Commissions or other organization supports the development of Historic Downtown Salem. If so, secure funding, join, and disseminate information to all stakeholders.

Promotion

- Develop branding and logo for Historic Downtown Salem to be used on all promotional materials generated by the program. Establish electronic, web, and social media presence.
- Encourage and develop a cross-selling plan for downtown businesses. Look into a downtown coupon program and promote the use of map. Distribute to visitors at East End and the Salem Community Center to develop downtown traffic.
- Encourage organizations to work together to develop and disseminate an annual special events schedule for downtown. Build on the Scavenger Hunt, Chocolate Crawl, Family Fall Fun Day, Grande Parade and other Chamber of Commerce events, Super Cruise, etc. Plan downtown-related historic preservation-based events during National Historic Preservation Month in May.
- Build on the architectural information in Salem: A Revitalization, to produce reference materials for buildings. Work this into a new or existing walking tour. Print a buck slip on the walking tours that can be purchased and where they are available.
- Consider how the community's Hispanic population might become involved downtown by developing small Hispanic-owned businesses that cater to Anglos and Hispanics (especially food, craft/handiwork, and services). Also investigate what services and products are lacking for Hispanic customers (transportation, translation, navigating systems) that might be niche for new business.
- Develop a plan to erect interpretive panels featuring historic streetscape views of the downtown and history of selected downtown buildings, two, opposite-facing in the center of each block. Work with the Preservation and Historical Societies to select images. Coordinate with and seek the endorsement of the City and secure corporate sponsorship for these panels.

Design

- Complete a comprehensive review of zoning related to Historic Downtown Salem. Eliminate provisions that constrain successful downtown revitalization with special emphasis on enabling the use of upper stories of commercial buildings for residential use.
- Complete criteria and designs for gateway, perimeter, and street signs as well as way finding signs. Secure funding and begin production.
- Work with City code enforcement officials to develop an informational document including an easily-understood and comprehensive list of building code requirements that is available online and in print.

- Complete sign ordinance changes for C3 that are appropriate for historic commercial areas.
- Provide continuing education for new Design Review Board members.
- Reinforce the allowances that local officials, including the Fire Department that conducts commercial inspections, can take for National Register eligible property. Provide education on the criteria to qualify. Use representatives of the Ohio Fire Marshal's Office, the Ohio Historic Preservation Office, and/or design professionals who have successfully used these provisions.
- Work with the City to develop a better method of recordkeeping and accessibility of the files of and references for the Design Review Board.

Economic Restructuring

- Distribute a survey requesting building owners and/or tenants submit information on their building. Use this to begin a comprehensive inventory of downtown properties, including their size, use, availability, and potential for rehabilitation, particularly on upper floors.

April-June 2015

Organization

- Organizational board of directors and committees meet monthly.
- Hold Block party meetings.
- Attend some type of preservation education program for historic downtown development.

Promotion

- Begin installation of interpretive panels featuring streetscape views.
- Market and build upon the events planned by Salem Preservation Society for Historic Preservation Month including Chocolate Crawl and A Celebration of Preservation.
- Sponsor a downtown photography contest and post the photos on the organizational website. Use occupied and vacant storefronts to display them.

Design

- With the approval of City Council, design distinctive street signage for the downtown historic district that identifies the district specifically and is distinctive from generic street signs found in other parts of the community.
- Continue to investigate Grand Theater lot for potential re-use and development as a downtown gathering space and a link to the parking lot north of State Street. Establish a planning committee with broad community representation to provide input on potential uses (such as a performance space, a water feature, or an area for other activities like winter ice skating) and the design.
- Seek funding for and install additional pedestrian benches along State, Broadway, and possibly other cross streets.

Economic Restructuring

- Continue downtown building inventory.

July-September 2015

Organization

- Hold organizational board of directors and committees meetings monthly.
- Begin planning for 2016 activities.
- Hold quarterly Block Party meetings.

Promotion

- Approach the school district children's art staff, Creative Learning Center, and artists about projects that could be displayed downtown. Easter, Halloween or patriotic window painting is possible. Something with children and Charles Burchfield like "Budding Burchfields". Have students design T-shirts or promotional materials to sell during special events.
- Conduct special events, such as a decorated bike ride grouped by ages or a 5K walk, that end downtown.

Design

- Begin review of and any necessary revisions to the design ordinance, including treatment of in-fill buildings, and explore the possibility of bringing the downtown under the oversight of the Design Review Board

October-December 2015

Organization

- Hold organizational board of directors and committees meetings monthly.
- Hold quarterly Block Parties.
- Hold annual meeting to recognize the year's accomplishments.
- Establish an awards program and honor recipients at the meeting.
- Approve organizational work plan for 2016.

Promotion

- Encourage participation in signature Fall and Holiday events.
- Coordinate a school-age seasonal art project downtown.
- Build upon Small Business Saturday, Light-Up Night, and Christmas parade with heritage-based event(s) downtown.
- Erect a community Christmas tree and/or decorations in historic style. Involve children, families, groups.

Design

- Fully implement revised design ordinance. Evaluate effectiveness and modify if needed.
- Work with Preservation and Historical Societies to develop updated histories and tour books for downtown historic buildings.

Appendix A - Educational Components of the 2013 CLG Grant

Formal presentations were made and/or attended.

- Researching Your Structure (SPS at Chamber) - 5/2/2013
- Churches of Salem/ROC tour (SPS at ROC) - 5/19/2013
- Century Home Project - 5/23/2013
- Salem's DRB & Preservation Activities (at Alliance Preservation Commission) - 5/29/2013
- National Register Primer (at Columbiana County Genealogical) - 6/12/2013
- Identifying Architectural Styles (SPS at Chamber) - 11/ 7/2013
- Building Doctor (at KSU) 4/3-4/2014
- Heritage Ohio NAPC webinar - 4/9/2014
- Tour and dinner at historic Charles Nelson Schmick House (SPS at Leetonia) - 5/1/2014
- Recognizing Historic Places (Berlin Historical Society) - 6/10/2014
- Preservation Means Business (Council Committee Of The Whole at City Hall) - 7/15/2014
- National Alliance of Preservation Commissions Forum in Philadelphia - 7/16 through 7/20/2014
- Recognizing Your Historic Property (SHS Picnic at Greenisen Farm) - 8/12/2014
- Preservation Means Business (Kiwanis Club at SCC) - 8/14/2014
- DRB Review of Secretary of Interior Standards (City Hall) - 7/24 and 8/14/2014
- Preservation Workshop (City Hall) - 8/14/2014
- Tour and picnic at historic Diehl Lake (SPS at Clubhouse) - 8/17/2014
- Organizational Models for Downtown Development (Community Forum at City Hall) - 8/24/14
- Downtown Revitalization Programs (Chamber of Commerce Board) - 9/5/14
- Kit Home Manufacture (at Salem Historical Society) - 9/9/2014
- Preservation Means Business - The Plan for Historic Downtown Salem - 9/25/14

We conducted five different mass distributions of literature on relevant topics.

- Secretary of the Interior's Standards for Historic Preservation
- The National Register of Historic Places
- The Ohio Historic Inventory
- Building Condition Assessment based on the National Institute for Home Inspection standards
- Provisions of Section 34 of the Ohio Building Code on allowances for historic structures

We drafted training to become part of a succession plan for the Design Review Board. This was based on NAPC conference training for Design Review Boards and recommendations of multiple preservation consultants. We also met with OH CLG Coordinator to discuss having him conduct local training for DRB in 2015 in Salem.

We identified potential expert instructors for fire inspector training about Section 34 of the Ohio Building Code.

We have acquired a significant number of preservation reference works. These will be available to anyone working on downtown revitalization. They may also be used as the basis for upcoming workshops, especially if we want to train more volunteers in identification of architectural elements. We also purchased books related to the development and management of a downtown organization and much needed references on the economic impact of preservation, techniques for repair/rehabilitation, and a cost estimator.

Appendix B Marketing Activities and Material Components of the 2013 CLG Grant

Volunteers increased the visibility, reach and membership of Salem Preservation Society and “Preservation Means Business” through a variety of activities.

- Display Century Homes and info at Public Library - daily May 2013.
- Connect by phone, e-mail, mail, or in person with at least 50 former members or prospects for Salem Preservation Society membership to increase paid members by at least 30%.
- Complete the renovation of Reilly Stadium and keep the public informed of progress. Continue to solicit donations for remaining work. Hold ribbon cutting (11/6/2013) at Reilly Stadium and do promotion for the ‘Wall’ project.
- Staff Salem Preservation/Save Downtown Salem booth in Canfield (12/7/2013)
- Establish a Preservation office by summer 2014. This involved cleaning, repairing, securing furniture and equipment, and relocating reference materials and organization files from six locations.
- Exhibit and sell materials at Genoskwa Big Foot Festival in Leetonia (6/19 through 6/22/2014) to exhibit support of Cherry Valley Coke Ovens who sponsored Festival. We have been a long-term advocate and contributor to the site.

Volunteers promoted 2014 community events at the Smucker House to familiarize the public with Preservation and the building.

- Held two major activities with downtown merchants that bring people into the city and into their place of business. Chocolate Crawl was held on 3/1/2014 and Preservation Scavenger Hunt was held during Family Fall Fun Day 9/13/2014. Planning involved numerous visits to each merchant in the six weeks prior to the event. These helped to build relationships with the downtown community.
- Worked with Golden Triangle of Ohio to bring motorcoach visitors to Salem. Met with, assisted with promotion, and fulfilled tour requests. This was a slow season because bad winter weather led to many club meeting cancellations. Therefore bookings were down. We produced a new tour book. Salem Historical Society and Salem Preservation Society First Ladies both provided tours for Golden Triangle. Promote and provide private group tours and presentations.
- Salem Preservation Society board joined the Salem Federation of Women’s Clubs board. This allowed us to secure the future of the historic 1870 Smucker House which the Federation owns. We appointed representatives to the Federation board and demonstrated our willingness and ability to help preserve both the Federation and Smucker House. We committed financial and human resources to repair the building, conduct two fundraisers, and recruit and help organize a new member club, the Smucker House Herb Guild. We established a Preservation sub-committee for building issues related to the Smucker House.
- Created and distributed tea cards to market Preservation Society, First Ladies events, and Smucker House.

We created and produced two prototypes for and a final map of Historic Downtown Salem. First used at the Chocolate Crawl, a second version was used at the Scavenger Hunt. The third and final map reflects the input of businesses, community leaders, and examples of best practices. We determined that the essential elements were: clear street address names and numbers; words positioned in the same direction throughout the map; typeface large and simple enough to read; marked parking; marked restrooms; something that would last over a longer period of time. We chose 11x17 since that was the most economical format. One side displays consistent information. The reverse lists current merchants and contact information. The document is set up to be able to easily and quickly make changes. The color and style were designed to reinforce the design of the new banners. The initial print run was an estimated 8 month supply.

We began development of a brand and identity program for Historic Downtown Salem. The Design Review Board represented the City and provided community organization input on the Salem Renaissance banner project. After conversations over a period of several months, we supported the revised design and encouraged its timely production and installation. City workers provided labor as an in kind contribution to the grant. We adopted a temporary logo for Historic Downtown Salem based on the banners and used it for the map. Based on our Road Trips, we drafted a list of features which contribute to our unique sense of place. These will be refined in the next phase of the project.

We looked into organizing a vacant facility crawl/large scale open house for downtown realtors and prospective clients. This will be further explored in the next phase. We also met with Town Center Associates, real estate marketing experts who work with historic downtown communities. They donated a site visit to assess our potential. We looked at their model and requested information on how much it would cost to provide services to Historic Downtown Salem. This requires more investigation in the next phase.

Appendix C Consensus Building Components of the 2013 CLG Grant

Ms. Grilli planned and offered escorted field trips to 6 successful downtown historic districts to meet with government, business, and organization representatives. Salem business and building owners, residential tenants, government officials and employees, reps of Chamber, Historical, Preservation, Foundation, Renaissance, SADIC/SOD, funders, and the public were invited. 50 different people participated in one or more road trips, filling 76 seats, and devoting over 600 hours to identify best practices.

We took day-long trips to:

July 14	Brookville, PA
July 31	Wooster, OH
August 5	Beaver, PA
September 8	Millersburg, OH
September 10	Medina, OH
September 15	Ravenna, OH

The format was similar for each trip - sit and meet with reps who describe their process, some of the successes and issues they have had, and how various constituents are involved in the process. Then we had lunch at one or more restaurants followed by a walking tour of their downtown. If possible, we looked behind the scenes at both commercial and residential development. The end of each day provided time to explore sites of personal interest.

After each visit, we solicited input on first impressions, what could be applied to Salem, participants' thoughts on the process, and any other issues related to downtown revitalization.

We surveyed business owners and local organizations to select a name for a new organization - Friends of Historic Downtown Salem. We drafted an initial purpose. Preservation and the Chamber agreed to be the points of contact while formation activities go forth.

Mentor volunteers were identified based on areas of expertise: OBC Section 34, building rehabilitation, and façade improvement. We are also developing resource lists of nearby preservation experts available for hire. Block Stars, based on geographic location downtown will be discussed in the next phase as will mentors in additional areas of expertise.

We spoke with as many individuals and organizations as possible about the project, inviting them to become involved. We used social meeting to disseminate information and get feedback. Many partner organizations helped us to get the word out.

Appendix D Main Street 4-Point Approach

The 4-Point Approach is a proven strategy to assist with the process of downtown revitalization. In order for a revitalization initiative to be successful, each of the four points must be addressed by whatever agency or organization is overseeing the program.

OPERATIONS a/k/a ORGANIZATION

The organizational component refers to a downtown's being well organized in its revitalization efforts. It is important that some particular organization spearheads the program so that there is an identifiable point of contact for all involved in the process. The oversight organization may be part of another agency or may be an arm of municipal government.

In addition, the organizational component also refers to the fact that other stakeholders and community groups should be organized with the revitalization of the downtown as at least a part of their corporate agenda. Such allied groups may include a merchants' organization, the Chamber of Commerce, municipal government, the local historical society or preservation group, an economic development entity, etc.

DESIGN

The design aspect of successful downtown revitalization incorporates both the physical appearance of the downtown and the crafting of any programmatic materials or graphic messages about the efforts. An obvious part of the design component is architectural design as it relates to the buildings in the downtown, their appearance, and their condition. However, design also extends to signage in the downtown, landscape design as it relates to the presence and maintenance of plantings in the downtown, and interior design as it relates to visual merchandising including window displays in storefront windows. In all cases, the goal is to promote design of the highest quality.

MARKETING a/k/a PROMOTION

If a downtown revitalization program is to enjoy success, the downtown must be marketed and promoted as somewhere it is pleasant to be, where it is safe, and where there are shopping, dining, and recreational opportunities. The promotion and marketing of the downtown may also include unified retail activities such as joint sales events and special events such as the recent Chocolate Crawl, intended to bring people into the downtown.

BUSINESS ENHANCEMENT a/k/a ECONOMIC RESTRUCTURING

In most older downtowns, before the economy can be developed, it must be somewhat re-structured. Restructuring can include activities such as the remediation of outmoded land use practices, making available financial incentives to encourage investment, re-crafting of local legislation that may impede development. In all cases, it is of the utmost importance that all of the players in the downtown—owners, potential investors, local officials, etc.—be aware of the need to restructure the economic situation in the downtown.

Each of these four components must work together; each component is interrelated to the others. For example, a downtown must organize for effective promotion, must promote good design, must be organized to encourage economic restructuring and development, and must design high-quality promotional items for the downtown. The four points never work in a vacuum—they all work together if the program is to be successful.

Appendix E - The Eight Main Street Principles

The 4-Point Approach has been used for decades. More recently, the National Main Street Center promulgated the 8 Principles of Main Street that go hand-in-hand with the 4-Point Approach. As downtown revitalization activities are planned, all participants should understand that this is a process and will not occur overnight. Downtown did not decline over night and it will not come back over night. It is a marathon, not a sprint. Over the last 30 years, we have conducted four studies, each of which has reached similar conclusions. The problem has been with execution. We must implement the recommendations of the plan.

The Main Street Principles appear and are described on the National Main Street Center's website (<http://www.preservationnation.org/main-street/about-main-street/the-approach/eight-principles.html>)

- **Comprehensive:** No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.
- **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening" in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
- **Self-help:** No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
- **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
- **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
- **Change:** Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
- **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

Appendix F - Proposed Changes to C3 Zone Perimeters



To better align with the National Register Historic District and the location of commercial and public buildings, we recommend changing the boundaries of C3, to incorporate part of the current C2 zone as well as the Kent State City Center and Reilly Stadium/School campuses. The proposed perimeters are:

North - no change in the location of the perimeter, line is still half way between Second and Third - same as the alley to the north of KSU City Center - slightly extend the perimeter to Vine and drops down a little then over to Rose, would now include KSU City Center. KSU City Center, built in 1917 is an anchor of the district and should be included.

South - remains along Wilson, drops down at Penn to half way between Columbia and Walnut to follow current C2 zoning, and then adds the Reilly Stadium/School lot (odd shape). Reilly is described as one of the last remaining downtown school stadiums. It, too, is a key resource and anchor for the district.

East - Rose as if it extended over State Street to the south corner of Reilly's lot

West - Howard, no change

We also propose that a new comprehensive zoning ordinance be developed for Historic Downtown Salem.



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