

SALEM VA

DOWNTOWN PLAN



SPRING 2016

List of Advisory Committee Members

Members of Salem City Council and Salem Planning Commission

Jane Johnson	Salem City Council, Retail Store Owner*
Lisa Garst	Salem City Council, Business Owner*
Vicki Daulton	Salem Planning Commission

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Lewis Barker	Realtor/Property Owner
Richard Bishop	Property Owner
Paul Dallas	Property Owner
Bob Rotanz	Restaurateur
Richard Garbee	CPA/Citizen
Caroline Goode	Salem/Roanoke County Chamber of Commerce
Anne Marie Green	Roanoke County
Hilary Griffith	Property Owner
Mark Henrickson	Builder/Property Owner
Ashley Kassebaum	Salem Merchant's Association
Rob Light	Roanoke County
Richard Macher	Restaurateur
Mike Pace	Roanoke College
Bruce Porter	Resident
Buddy Rhoades	Business Owner
David Robertson	Roanoke College/Business Owner
John David Robbins	Salem Historical Society, Citizen
Rebecca Sandlin	Roanoke College
Diane Speaks	Retail Store Owner
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Russ West	Citizen

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Rev. Adrian Dowell	Shiloh Baptist Church
Rev. Wynemah Hinlicky	College Lutheran
Rev. Melton Johnson	First Baptist Church
Rev. Everett Kier	Salem Baptist Church
Rev. James Lively	Saint Paul's Episcopal Church
Rev. Will Robinson	Salem Presbyterian Church

Roanoke Valley-Alleghany Regional Commission Staff

Jake Gilmer	Roanoke Valley-Alleghany Regional Commission
Bryan Hill	Roanoke Valley-Alleghany Regional Commission
Eddie Wells	Roanoke Valley-Alleghany Regional Commission

Staff of the City of Salem

Kevin Boggess	City Manager*
Jay Taliaferro	Assistant City Manager*
Melinda Payne	Director of Planning and Economic Development*
Mary Ellen Wines	Zoning Administrator*
Judy Hough	City Planner*
Benjamin Tripp	City Planner*

* Denotes member of Steering Subcommittee

Cover art by Robin Poteet

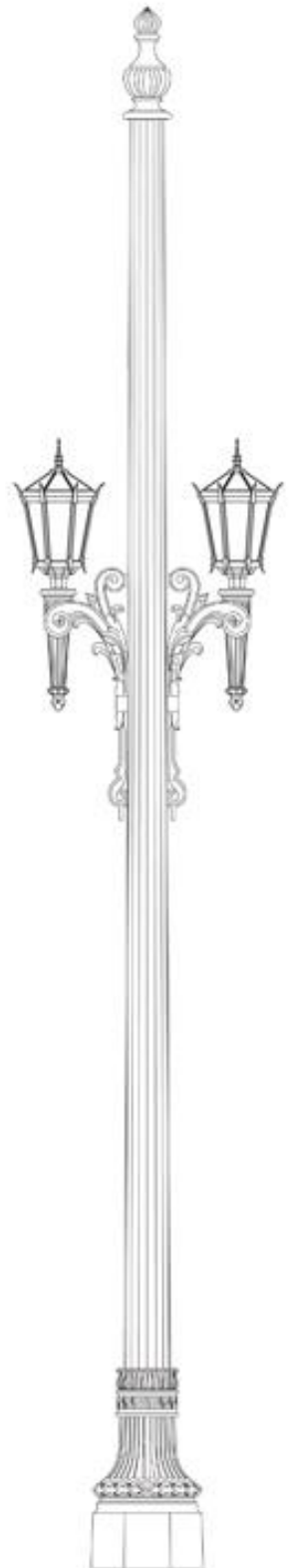


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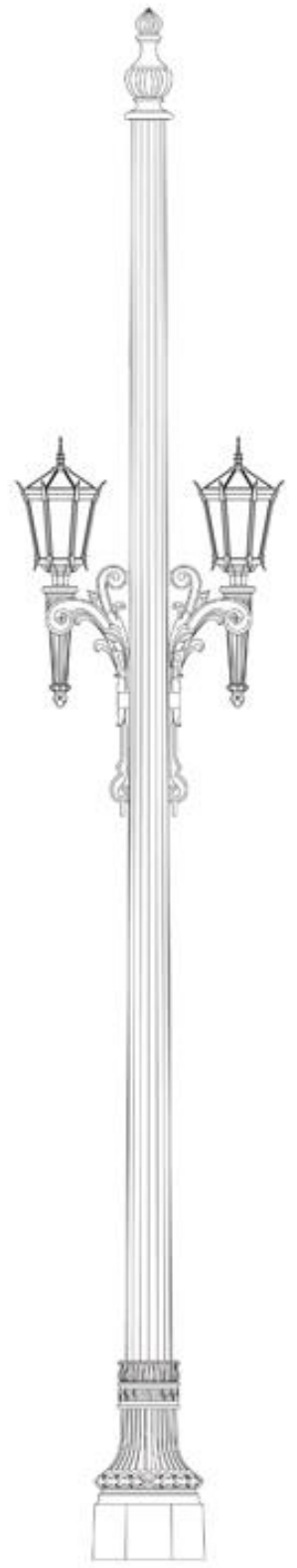
*List of Stakeholder Groups, Informational Flyers,
and Survey Instruments*

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*"Start where you are.
Use what you have. Do
what you can."*

-Arthur Ashe

The Planning Process



The City of Salem undertook this planning process in order to make certain our downtown continues to be an outstanding business community for residents and guests, as well as a center of regional economic activity. Salem has a great downtown already, one which would be the envy of many cities; but we felt as a community it could be even better. That as the heart of Salem, Downtown could help to propel our identity into the future.

Work on the Downtown Plan began in the Fall of 2014 with a committee of staff and City Council focused on Economic Development. This group became the Steering Committee and has helped to guide the effort and write this document. City Council also appointed an Advisory Committee of community stakeholders to provide feedback and input to the process, as well as to carry the message of the effort back to the various constituencies.

On January 20, 2015, an open house was held to gather input from citizens on the plan, and downtown generally. More than 100 people attended.



A massive effort was created to broadly involve the public in creating the Downtown Plan, with inclusiveness as a major goal. Closely on the heels of the January 20th meeting, Salem launched a website to promote public interest in the planning effort, downtown.salemva.gov, where information about upcoming meetings and planning documents could be posted for public view. Also released was the Downtown Retail Survey, which was mailed to every utility address in Salem. We received 1,152 unique responses, representing 4.6 % of the population. Notice of meetings was mailed to every business and household in the study area. Flyers were posted throughout downtown. A list of stakeholder groups was created, and meetings held with representatives to make certain that their voices were heard. In total, over 3,400 comments were received about Downtown Salem, the most of any plan the city has ever done.

What did we learn? People really like Downtown Salem. They really care about it. But, they also realize that it needs improvement to stay relevant, and to lead us forward as a community. Interestingly, there was relatively broad consensus among the public about what needs to be done. Once all the comments had been received, staff sorted like comments together, and cataloged each one. What emerged was a list of ten ideas for which there was wide agreement. Each of these ideas is represented by a theme, a way to make downtown better. These are the guiding ideas behind this plan, and a list of what we need to address. Each theme is a chapter in this plan, and includes Goals and Strategies on how to achieve them.

The last section of this document breaks up the Goals and Strategies into departmental responsibilities, and organizes them into three chronological phases. This serves as a guide for programming funding. Several major items in the plan do not have costs attached to them at this time. These items will require design and engineering work to determine their cost.

To keep the effort on track, a single individual, or organization, should be designated to oversee implementation. City departments that have responsibilities in this plan will be required to submit a quarterly report of their progress towards their goals to that point-of-contact, or to the City Manager's office. As time passes, and the contents of this document are enacted, care should be taken to keep the public involved and updated on its progress.

We must take control of the story of our downtown, the story of our community. We must create demand for the space and make it more desirable both as a business location but also as regional destination. Increasing demand will drive the economic progress we wish to see in the district.

The public has been very clear about what kind of downtown they believe Salem deserves. It should be historic and respectful of the past, but also modern and relevant. It should be lush with greenery and landscaping than it is currently. It should be filled with attractive lighting. It must be livelier, more filled with activity, than it is currently, particularly on nights and weekends. It should be better integrated with Roanoke College. Most importantly, it must find its voice in the region. It has to fit a distinctive spot within the valley's consciousness. It has to answer the question "What is Downtown Salem all about?"

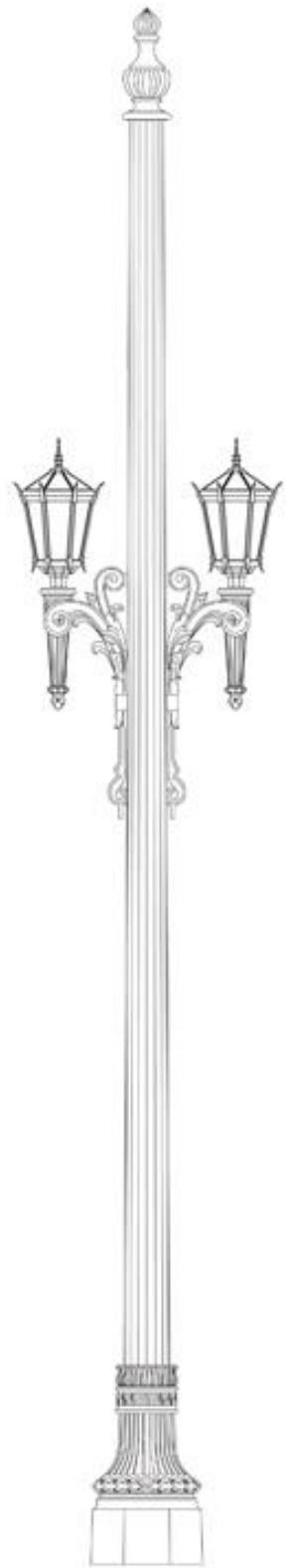
This plan outlines an answer to that question, the edges of which will be filled in over time by the community as citizens, business owners, students, and restaurateurs expand on the solutions contained in this document with ideas more unique and amazing than the authors could ever envision. But that's what a good plan is: a catalyst. Salem is embarking on a campaign to make our downtown more desirable by upgrading streetscapes, by adding distinctive, placemaking lighting, which will be unique in our region. We will plant additional trees and greenery, widen sidewalks and replace them with brick, improve the safety of crosswalks, and generally make downtown more walkable and sustainable. We will implement creative solutions to improve parking. We will work proactively with businesses to reduce barriers to investment, and to improve their bottom line by bringing more people downtown and making the area a better location for business.

We must take these steps in order to guarantee that our downtown has a bright future ahead of it, that it will remain a destination with regional significance, and that it will be the type of downtown our community, and our future, deserves.

The Downtown Plan Steering Committee

Fall 2015

Themes



Events

"We need more events and activities for people in Downtown..."



Summary:

Special Events bring people into downtown. They give them a reason to visit, and to stay. Events contribute to the identity of a place. They add energy and liveliness, and help to create a vibe. Many event attendees are not from Salem, and spend money from outside the community in local establishments.



Salem offers a number of special events throughout the year, but we need more of them, and additional variety, specifically targeting a younger audience. Care should also be taken to spread the events throughout downtown, so as to maximize the exposure of crowds to businesses and restaurants. This can be done by holding events in non-traditional locations, temporarily closing certain streets, and partnering with other stakeholders in downtown to leverage their properties and events to bring more people to the district.



Olde Salem Days



The 2015 Star Wars Reads Day program at the Salem Public Library brought over 200 people into downtown.

Salem must think about how to better use the facilities it has. For example, the Library can function as a Community Center. Fun activities can happen in the landscaped area next to City Hall. We must leverage the pull these types of institutions have to bring people into our downtown.

Goal: Hold More Events and Activities in Downtown

Strategy: Increase the number of special events held in downtown (224)

Strategy: Consider public-private venues and events (315)

Strategy: Encourage and promote events at the many institutional and nonprofits located in downtown (123)

Goal: Spread Activities Throughout Downtown

Strategy: Hold more special events at the Farmers Market, City Hall, and non-city owned facilities such as Roanoke College's West Hall (148)

Strategy: Hold library programs on the front lawn to create visible activity and draw people to use library services (153)

Strategy: Renovate or replace the Salem Public Library, and use it to draw people into downtown, and to provide a source of family centered activities (308)

Strategy: Encourage better business participation in large events such as Olde Salem Days (185)

Goal: Target a Younger Audience

Strategy: Work with businesses to provide more after work activities and events (120)

Strategy: Incorporate into our yearly schedule more special events for a younger audience (160)

BUSINESSES

“Businesses are a major contributor to the character of Downtown, and its value as a destination...”



Summary:

Few things contribute more to the character of an area than the shops, offices, and restaurants located there. By working in partnership with the business community, we can better the downtown brand, and provide both new goods and services to shoppers, as well as new opportunities for revenue growth for businesses.



The Iconic Tarpley's & Mac's Appliance Building

What can be done to put Downtown Salem at the top of the list of potential locations for anyone opening a business in the city? What assistance can be provided to someone who wants to locate there? How can codes be changed, or new opportunities created to help businesses grow their revenue and be successful?



Currently, Salem's Sign and Zoning ordinances prohibit awnings, and protrusions into the street right-of-way. This restricts exactly the type of character we want to have, and should be changed. An ordinance could be drafted such that allowing signs to protrude over the sidewalk could be used as an incentive, by requiring them to meet certain criteria for character. Allowing outdoor dining on the sidewalk will provide businesses with additional seating, and additional sales.

Mixed colors, and staggered facades help to build character. As do colorful awnings, planter boxes, and outdoor product displays.

What affect does the large

number of non-profits have on the tax base and livelihood of the downtown atmosphere? The photos here illustrate the negative effect they have on events by creating dead zones. At the 2014 Downtown Trick-or-Treat event, hundreds of people brought their children downtown, and many businesses took advantage of the opportunity to hand out candy, and win customers. However, while these buildings were filled with activity, trick-or-treaters had to navigate past large areas where nothing was happening, giving the event an uneven feel. Better participation by institutions is necessary to improve the success of downtown events.

Buildings without activity break up events, giving visitors the impression that nothing is happening past that point.



Goal: Continue to Explore Options for a Hotel and Other Accommodations Downtown

Strategy: Investigate public-private partnerships for a downtown hotel (303)

Strategy: Encourage other types of accommodations such as bed and breakfasts (101)

Goal: Recruit New Types of Businesses to Downtown

Strategy: Perform market demand analysis and use results to recruit new businesses to fill identified gaps (144)

Strategy: Create a list of opportunity buildings or parcels for new businesses to consider when locating downtown (182)

Goal: Encourage Businesses to Stay Open Later

Strategy: Create a case for staying open later (207)

Strategy: Use placemaking and special events to bring more people downtown in order to provide customers at later hours (165)

Goal: Increase Financial Assistance to Businesses in Downtown

Strategy: Consider a revolving loan fund to be managed by the Salem Economic Development Authority (220)

Strategy: Raise awareness of start up financing available through Total Action for Progress (TAP) (161)

Strategy: Consider a “No Permit Fee” zone for downtown (151)

Goal: Help Businesses Improve the Look of their Buildings

Strategy: Implement incentives for facades and other improvements (152)

Strategy: Consider adopting the Property Maintenance Code (177)

Goal: Increase Options for Outdoor Dining

Strategy: Create additional business opportunities through outdoor dining (102)

Goal: Reduce the Number of Tax Exempt Properties Which do not Cater to the General Public, Particularly on Main Street.

Strategy: Work with other governments to keep their offices in downtown, but not on Main Street (301)

Strategy: Relocate City of Salem offices and facilities that do not provide events and activities to the general public. Keep city facilities, such as the library, which contribute to the liveliness of downtown (309)

Goal: Work Cooperatively With Roanoke College so that the College Grows in a Way That is Beneficial to Downtown.

Strategy: Work with Roanoke College to develop a plan for the college's growth which will be incorporated into the Future Land Use Plan (201)

Strategy: Update the Future Land Use Plan for the Downtown area (208)

Strategy: Encourage Roanoke College to use property it owns on Main Street, and other key corridors for ground-floor commercial uses. These buildings need to contain uses

open to the general public in order to maintain a critical mass of businesses (202)

Strategy: Encourage Roanoke College to redevelop underutilized properties they own on the periphery of downtown, such as on Clay Street and Thompson Memorial, for new buildings to accommodate growth needs (309)

Strategy: Co-recruit businesses that appeal to both students and residents for strategic ground-floor spaces of college owned property in downtown. (183)

Strategy: Work with Roanoke College to select promising Business Policy Class Projects for entrepreneurship training and startup funding through Total Action for Progress (TAP), and the Salem Economic Development Authority in exchange for locating in Salem. (189)

Strategy: Partner with Roanoke College to improve lower income residential properties in Salem through student volunteer efforts and fundraising. (190)

History

“Downtown is where Salem began, and that history should be celebrated and enhanced...”



Summary:

Salem is a very old place, with a very long history. Much of that history is preserved in the buildings in downtown, most of which is platted essentially as it was laid out in 1802. This historic nature and picturesque linear streetscape is an enormous asset of which we should take advantage. However, much of Downtown Salem's history isn't obvious, and much fuss isn't made over it. Signage, streetscape, and even street furniture all subtly alert visitors to the history of the place, and help to bring out and enhance that character. More must credits for renovation and rehabilitation.





Where history or character has been lost, it can be recreated in a historic looking manner. Downtown Salem once had brick sidewalks, but they were laid out in parallel rows which meandered, and were uneven and hard to maintain. The same character can be recreated using brick pavers laid with modern techniques. By the same token, downtown once sported innumerable signs which hung from the front of buildings over the sidewalk. Today they are all gone. However, the ability to install such a sign could be used as an incentive to do so with historic materials and colors, creating a charming, vintage look.

Goal: Preserve and Enhance Old Buildings

Strategy: Promote the use of historic tax credits (140)

Strategy: Update the self-guided historical walking tour established by the Salem Museum and Historical Society (209)

Goal: Create Incentives for Rehabilitation, Renovation, and Adding Character

Strategy: Allow overhanging signs for businesses that meet historic or other design criteria as an incentive (168)

Strategy: Consider historic character when awarding facade grants (162)

Strategy: Reconsider sign, building, and other codes which discourage desired characteristics (104)

Strategy: Revise city ordinances to permit outdoor dining on sidewalks (105)

Goal: Make the Streetscape Look More Historic

Strategy: Replace concrete sidewalks with brick pavers or similar historic materials (228)

Strategy: Replace street lighting with historic-style light poles and fixtures (229)

Strategy: Replace traffic lights with historic-style poles and fixtures (203)

Strategy: Install historic-style wayfinding signage (218)

Strategy: Play up, or reinstall quirky or distinctive features from the past, where appropriate (149)

Strategy: Make city-owned facilities appear more historic (172)

Strategy: Add a european-style round info kiosk in Younger Park, in front of the Library, for the posting of community event flyers (214)

Parking

“Salem should take steps to improve parking in downtown...”



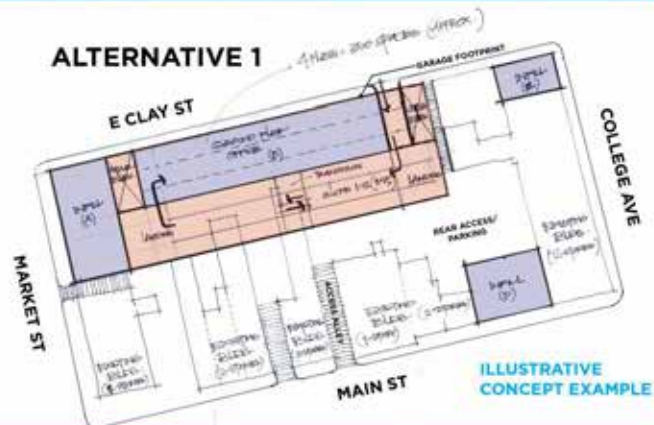
Summary:

Parking has been one of the most oft-talked about issues during this planning process. There are 2,019 parking spaces in Downtown Salem, and while usage varies greatly the overall usage is about 50% at any given time. While the construction of a parking garage may be a worthy long-term goal, its cost makes it prohibitive in the short term. Recent estimates range up to \$25,000 per parking space. City officials have unsuccessfully engaged in conversations with various businesses and other governmental entities, about a partnership to construct a garage. However, much can be done in the meantime to better the parking situation in downtown.

The drawing on the opposite page was developed as part of the City Core Urban Development Area. The designers looked at two concepts. The first redeveloped the parking lots on East Clay Street, between College Avenue and Market Street to allow a parking garage with ground floor commercial and infill development nearby. The second concept involved two parking decks, one on Thompson Memorial and another near East Clay and Broad Street.

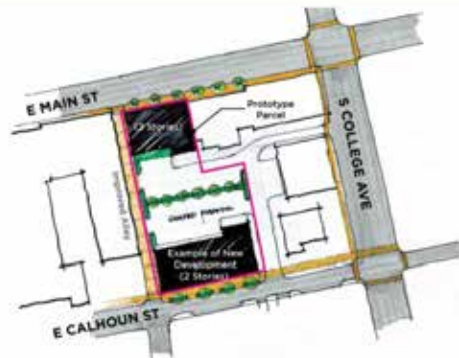
Various other locations have also been discussed. Potential partners might include Roanoke College, Roanoke County, as well as other institutions and landowners.

CITY CORE UDA - PARKING GARAGE CONCEPT



One advantage to having a parking garage is that it would allow some of the land currently used for surface parking to be redeveloped for more productive uses. The drawing on the opposite page shows how this could occur near the corner of East Main Street and College Avenue. The concept replaces the current surface parking area with a shared, tiered parking lot, and two new buildings facing the main streets. This has the added benefit of helping to increase activity on the side streets, and to conceal the backs of buildings on Main Street, by adding buildings that screen them.

CITY CORE UDA - INFILL PROTOTYPE



Roughly half the responders to our survey indicated they like to park in one spot and then walk, browsing shops as they go, versus parking directly in front of their destination. These users

could be accommodated in surface lots, and lots owned by partner agencies off Main Street. Simply increasing signage directing visitors to where they can find free, non-timed parking would be very advantageous, and would help to alleviate congestion in the prime spots along Main Street.



This map shows the locations of all the parking in the area identified as Downtown in on the Future Land Use Map. There are 2,019 spaces. Staff counted parking usage on 4/28/15, 5/02/15 (Roanoke College Graduation), and 9/18/15. The overall average usage in the district was 52.6%.

This data was collected by staff from the Roanoke Valley-Alleghany Regional Commission.

TOTALS	Occupied 042815	Used 042815	Occupied 050215	Used 050215	Occupied 091815	Used 091815	TOTAL SPACES
Business-Owned Spaces	443	56.1%	325	41.1%	325	41.1%	790
City-Owned Spaces	104	56.8%	94	51.4%	85	46.4%	183
Institutionally-Owned Spaces	286	45.1%	370	59.3%	216	34.1%	634
Public Parking Spaces	38	57.6%	57	86.4%	28	42.4%	66
Private Parking Spaces	36	52.2%	33	47.8%	31	44.9%	69
Roanoke County Parking Spaces	163	58.8%	119	43.0%	166	59.9%	277
All Off-Street Parking Spaces							2,019

OFF-STREET PARKING	Occupied 042815	Used 042815	Occupied 050215	Used 050215	Occupied 091815	Used 091815	TOTAL SPACES
TOTALS	166	48%	191	55%	147	42%	348

The maps on the opposite page show parking usage in downtown on three separate dates:

- *Tuesday, April 15, 2015, a business day when Roanoke College was in session*
- *Saturday, May 2, the day of the Roanoke College Graduation*
- *Friday, September 18, an evening when Roanoke College was in session*

**Parking Usage on
Tuesday, April 28th, 2015**

Lunchtime

On this week day institutional lots are moderately busy, as are Roanoke College owned lots. Total usage 48%.



**Parking Usage on
Saturday, May 2nd, 2015**

Lunchtime

Weekend usage of institutional lots is much less than during the week. Note the intense use of Roanoke College lots due to graduation. However the effects were concentrated near Clay and North Market. Total usage 55%.



**Parking Usage on Friday,
September 18th, 2015**

Dinnertime

This map shows generally lower usage this day. Total usage 42%.



Goal: Create Additional Parking Options

Strategy: Consider options for adding a parking garage, or additional surface parking lots in and around downtown (304)

Strategy: Work with institutional partners to utilize their parking to help meet the parking needs of downtown patrons (210)

Goal: Encourage Alternative Transportation

Strategy: Install bicycle infrastructure such as bicycle racks at strategic locations downtown such as the Salem Public Library, Farmers Market, and City Hall (211)

Strategy: Encourage institutions and businesses to provide bicycle infrastructure, and encourage alternative transportation (106)

Strategy: Consider other options for travel in downtown, such as shuttle and bicycle carts (314)

Goal: Consider Parking Options Just for Tourists

Strategy: Provide a location, such as at the Library, for tourists to receive promotional materials about downtown, along with an all-day parking pass (141)

Goal: Screen Parking from Adjacent Streets

Strategy: Work with landowners to add trees and other screening vegetation to the frontage of parking lots (212)

Goal: Make People More Aware of Where Parking is Located

Strategy: Add directional signage to Main Street to point visitors to side and rear parking areas (213)

Strategy: Use signage and landscaping to identify public parking lots
(215)

Goal: Improve Transit Access in Downtown

Strategy: Install bus shelters at key locations. (216)

Character

"Make Downtown Salem a unique place, where people want to be..."



Summary:

What gives a place a "there?" What tells you that you are "here" and not somewhere else? What makes Downtown Salem unique and different, from any other place in the Roanoke Valley or the country?

*We can make our
downtown a destination,
a district, a place where
people just go to hang out,
simply by making it more*





unique and interesting. Uniqueness makes a place memorable. Creating that atmosphere can be accomplished by improving the streetscape, with better landscaping, places for people to congregate, enjoy a dinner and beverage outside, or watch a concert.

The “look” of downtown must extend everywhere we consider a part of downtown, visually tying the district together, and serving as a cue to visitors that they are in



Historic Downtown Salem. The greatest contributors to this look would be the overhead lights shown on the cover of this plan, as well as brick sidewalks, parklets, traffic signals, and street furniture.

They should be prioritized over any other aspect because they create the biggest impact.

The alleyways in downtown present a unique opportunity to create outdoor places. By using special pavement, along with trees and street furniture we can create a “Shared Street”, which accommodates both pedestrians and cyclists, as well as vehicles at very low speeds. These types of areas help create a sense of character.



Examples of Shared Streets



Parklet bump-outs create areas for pedestrians and landscaping, and improve crosswalk safety by making crossings shorter and more visible.

Consideration should be given to delineating parklets, crosswalk peninsulas, and other pedestrian zone bump-outs with lighted bollards, which enhance visibility and interest.

Goal: Create Places for People to Congregate

Strategy: Install parklets at key locations (219)

Strategy: Work with businesses to create outdoor dining options (167)

Strategy: Install more street furniture (154)

Strategy: Better use the hardscape in Library Square as a destination (221)

Strategy: Improve safety and visibility at crosswalks by creating bump-outs with landscaping and benches (307)

Strategy: Use decorative lighting across and along the street, and in trees, to create an atmosphere that encourages people to stay (225)

Strategy: Consider improving some alleys in downtown into “Shared Streets”, with accommodations for pedestrians as well as vehicles (235)

Goal: Create a more “Village-Like” Atmosphere

Strategy: Use a homogenous streetscape to tie downtown together visually (231)

Strategy: Expand the downtown "look" onto side streets (313)

Goal: Emphasize Walkability and Connectivity

Strategy: Link downtown directly with the Roanoke River Greenway, the Elizabeth Campus Walking Trail, and the Mason Creek Greenway/Hanging Rock Battlefield Trail through connections along East Main Street and Union Street (310)

Strategy: Fix gaps in the sidewalk network (311)

Strategy: Use paint or wayfinding signage to direct people between local trails and the downtown core (145)

Goal: Create a Unique Identity for Downtown

Strategy: Use a consistent look throughout downtown (232)

Strategy: Play up defining and unique features of downtown (166)

Strategy: Consider the downtown “brand” when producing marketing materials (180)

Strategy: Consider adding public art, such as murals to uninteresting building facades (236)

Strategy: Consider installing a fountain to create visual interest (237)

Goal: Use Public Lighting to create a Sense of Place

Strategy: Install historic-style street and traffic lights (233)

Strategy: Use decorative lighting, such as lights in trees, and strung across roadways (234)

Strategy: Encourage downtown businesses to light their buildings decoratively, especially during holidays (109)

Strategy: Consider revising sign ordinances which prohibit neon lighting (110)

Goal: Designate Areas as Distinct Districts

Strategy: Designate College Avenue and East Main Street as "College Corners, and Broad Street and West Main Street as the "City Market District", or other similar distinctive names. Promote through signage in the streetscape (150)

Goal: Create a “Salem Character”

Strategy: Emphasize, or create, characteristics which make
Downtown Salem unique (173)

Downtown Living

“The people who live in and around downtown are an important part of its vibrancy...”

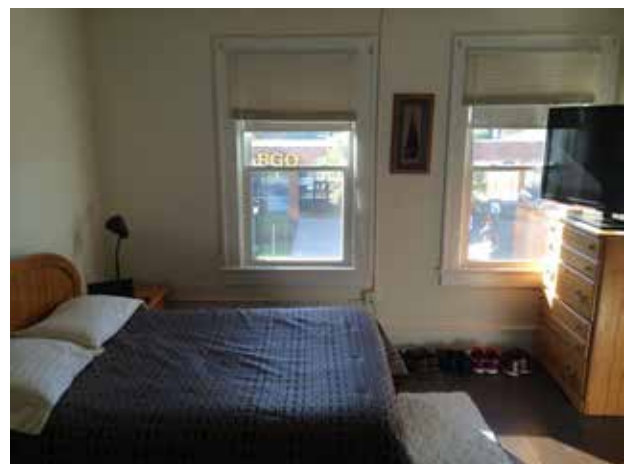


Summary:

What do people need in order to live downtown? How do the people who live downtown get around? Do they own a car? Where do they work?

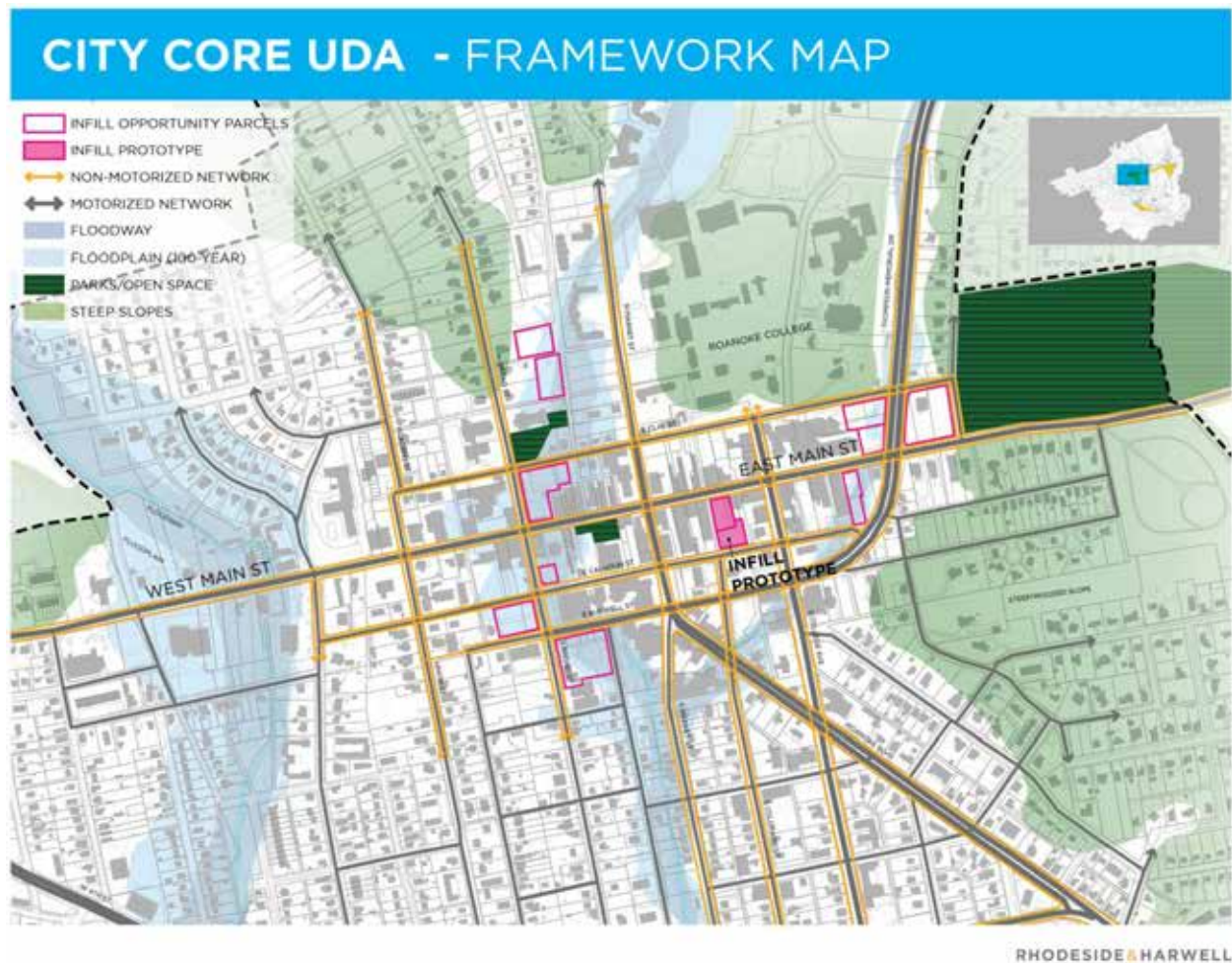
Residential units demand certain services such as laundromats, and grocery stores. Currently some of these needs can be met with the existing businesses downtown, and by downtowns proximity to retail centers on West Main Street. However, others are lacking in downtown.

More than half the buildings on Main Street have overhead apartments, many of which are occupied by Roanoke College Students and other young professionals. Without residents, downtown becomes simply



a cultural and employment center, which limits its retail potential. Adding new residential units in a mixed-use context will create a market for new businesses.

The map below was developed as part of the adoption of the City Core Urban Development Area. It shows parcels in downtown that have redevelopment potential. Many of them are currently occupied by surface parking lots. If this parking could be relocated, say with a parking garage, then these areas could be filled with buildings. Salem should look at these properties for mixed use development, with ground floor commercial uses and residential above. Adding residential units to downtown will help create demand for services in the district, and will increase street life and liveliness. Many of these units might naturally be filled by Roanoke College students, which would work towards the goal of making them feel more a part of the downtown community. Other young professionals and retirees would find them desirable as well.



Infill Opportunities in Downtown Salem

On the map of infill opportunities on the opposite page, two axes can be seen. The first runs north and south along Broad Street. The second runs roughly northeast to southwest along Thompson Memorial Boulevard. The linear nature of the way Downtown Salem developed caused most buildings downtown to front on Main Street. This left streets like Clay and Calhoun with views of the less attractive rear facades of those buildings. As we look for ways to expand downtown into more than just Main Street, these infill parcels present opportunities to develop new linear patterns. Development on these parcels should be oriented such that it creates new placemaking streets, giving other avenues to downtown than just the main arterial.

Goal: Improve and Support Residential Options

Strategy: Work with developers to add additional residential units to downtown (128)

Strategy: Work with landowners to keep existing residential units, safe and desirable (129)

Strategy: Use decorative street signs to identify neighborhoods adjacent to downtown in order to enhance their “downtownness” (187)

Goal: Increase Walkability from Adjacent Neighborhoods

Strategy: Link surrounding neighborhoods with downtown through sidewalks, bike lanes, and trails, where appropriate (222)

Strategy: Improve pedestrian accommodations at key intersections (223)

Goal: Ensure Services are Available for Residents of Downtown

Strategy: Encourage businesses that provide basic necessities like groceries (130)

Strategy: Increase the strength of Wifi downtown (186)

Goal: Allow new residential construction on Clay Street and Calhoun Street, above first-floor commercial, to help to alleviate the problem of most buildings in downtown fronting on Main Street

Strategy: Use Residential Development to add Buildings to Secondary Streets such as Clay Street and Calhoun Street (181)

Strategy: Work with Roanoke College to add new in-fill development to Clay Street, with first-floor commercial and upper-floor dormitory or offices. (184)

Appearance & Placemaking

“Salem must do more to improve the look of downtown so that it is more attractive to residents and visitors...”



Summary:

How downtown looks says a lot, not just about what's there, but about how much we care about it. Fresh flowers, historic awnings, and good upkeep send the message we are open for business. Peeling paint, long-term empty storefronts, and boarded up windows say the opposite.



Note how landscaping and brickwork are used to make this a place memorable.

Downtown should be a priority for upkeep, because it's where the soul of our community is on display. People need to be proud of the way downtown looks because it reflects our values, and sets the tone for the way the rest of our city is viewed. How many times have you seen the picture down Main Street on Olde Salem Days? To many, that iconic view is Salem. Downtown is an emissary of our community.



Franklin Delano Roosevelt and George Marshall in motorcade on their way to open the new Veterans Affairs Medical Center in Salem in 1934.

All areas that we believe are part of downtown need to look like it. We should extend streetscape into those places in order to visually tie them together. Doing so will make downtown seem much larger than it currently does.



Creating a spot for people to gather helps add character and life to this street.

Goal: Consider the “Style” or “Look” of Downtown when Making Improvements

Strategy: Purchase only a uniform style of historic-looking benches and fixtures for downtown, and city facilities located downtown (155)

Strategy: Consider the historic context of city facilities downtown (167)

Goal: Upgrade Lighting and Traffic Fixtures

Strategy: Replace street lighting and traffic fixtures with historic-style ones (226)

Strategy: Evaluate turn movements on Main Street (146)

Goal: Consider Landscaping Requirements

Strategy: Develop and adopt a landscape requirement for businesses in the Downtown Business District (DBD) zoning, which would require potted plants, windows boxes, flags, awnings, or similar items (111)

Goal: Better Maintain Streets and other Public Facilities

Strategy: Consider a shorter repaving schedule for streets in downtown (168)

Strategy: Be more conscious of the maintenance of public facilities downtown (169)

Goal: Work to Reduce Vacancy

Strategy: Encourage businesses to locate in downtown (156)

Strategy: Work with owners of chronically vacant properties to see what can be done to improve the situation (112)

Goal: Make Locating in Downtown a Priority

Strategy: Consider a "No Permit Fee" zone for businesses locating in downtown, or similar incentives which are unique to downtown (151)

Goal: Consider Ways to Improve Maintenance of Property

Strategy: Work with property owners to improve the maintenance of property in downtown (113)

Strategy: Create a method to highlight attractive properties to reward their owners (138)

Strategy: Improve the backs or buildings facing side streets (204)

Goal: Improve the Look of Vacant Properties

Strategy: Consider permitting advertisements in vacant windows for businesses in downtown (114)

Goal: Expand the Footprint of Downtown

Strategy: Make areas off Main Street more "Downtown-Like" by matching the downtown streetscape and pedestrian scale features, particularly on streets like College Avenue, Clay Street, and Calhoun Street (306)

Strategy: Extend changes to sign and other regulations to areas around downtown so that they match visually (205)

Strategy: Extend the Downtown Business District (DBD) zoning into additional areas (302)

Strategy: Extend the downtown streetscape west to 4th Street, and East to the Salem History Museum. Consider a transitional look beyond these areas (312)

Strategy: Consider improving the streetscape of Boulevard from College Avenue to Market Street, with attention to landscaping and trees, pedestrian uses such as outdoor dining, and reconfigured parking (315)

Strategy: Develop an Overlay or Corridor Plan for Main Street and other placemaking streets which regulates the built form of redevelopment and future development. Carefully consider key properties (239)

Strategy: Use the Salem Museum as an anchor for the eastern end of Downtown (188)



Landscaping

“Landscaping makes downtown a more desirable place to be...”



Summary:

Landscaping helps to create a sense of place, define the streetscape, and make an area more inviting. Just think of the difference you feel having dinner in the grass under a tree versus in a hot, sunny parking lot. A few trees and shrubs would also help to buffer parking areas from view.

Greenville, SC



Downtown Salem was once dominated by large mature trees which have all been removed. New and attractive trees have been added, but they are not varieties which will grow to the same scale. Tree canopy can be used to create a sense of intimacy by allowing the trees to grow up, and then limbing them up, creating an attractive spot beneath for pedestrians and outdoor dining. Trees can also be used to add pop to an area with lighting, whether landscape up-lighting, or dramatic strand lights placed directly in the tree branches.



The map below shows tree canopy coverage of Downtown Salem with shaded areas. Note that the urban core lacks much coverage, particularly compared to the leafy neighborhoods nearby. Lack of tree cover contributes to Urban Heat Island effects, and makes the area less inviting to pedestrians. Using larger trees with greater canopy coverage in downtown will make for a healthier and more comfortable area. Ideal places for these plantings include strategically places large islands in the sidewalk network, areas designated for outdoor dining, city owned property, and intuitionally owned property.



Goal: Design Landscaping to be Part of the “Look” of Downtown

Strategy: Use trees and other plantings to create a homogenous look for downtown, and to define specific districts (217)

Goal: Use the Tree Canopy to Create a Sense of Place

Strategy: Consider using tree heights and placement in order to encourage sidewalk traffic (131)

Strategy: Consider using specific types of trees in specific areas for a uniform look (132)

Strategy: Add lighting and other decorations to trees (164)

Strategy: Increase landscaping at city facilities (157)

Goal: Buffer Parking with Landscaping

Strategy: Work with landowners to add trees and landscaping along streets, alleys, and in the interior of parking lots (305)

Goal: Create Destinations for Dining and Leisure

Strategy: Install small parks (parklets and bump-outs) in key locations in the public right-of-way, with landscaping and street furniture (174)

Strategy: Work with restaurants to provide outdoor dining on the sidewalk, and in parklets (115)

Youth & College Students

“We must make downtown more appealing to young people...”



Summary:

Our children are our future, and nothing we ever do for them is wasted. They will inherit the downtown we create. Salem has done an excellent job of providing activities for adults, particularly the Baby Boomer generation, and these special events should continue to be an integral part of our strategy. Events such as Salem After Five and Star-B-Q are very popular. However, we must make downtown more relevant to a younger demographic by specifically programming events for them.



"Library on the Lawn" at the Salem Public Library

One major source of members of that demographic lies just north of Clay Street: Roanoke College. Salem needs to be more of a “College Town.” Students should be



made to feel more a part of our downtown. We want them to feel welcome and want to attract businesses which appeal to them, businesses they will want to frequent. We should do all we can to develop activities that interest them and keep them in Downtown Salem.

Lastly, we have to get the vibe right. We need to work to make Downtown Salem relevant culturally in the valley. What does it mean to say “I’m going to Downtown Salem tonight,” versus “I’m having dinner in Grandin Village,” or “On the Market?”

Goal: Create Activities for Young Adults

Strategy: Hold special events more often, and on non-weekend days (227)

Strategy: Specifically consider millennials when programming for events (116)

Goal: Target Roanoke College Students with Programming and Events

Strategy: Add special events specifically for Roanoke College Students (170)

Strategy: Work with Roanoke College to create events in downtown for the student and young adult demographic (117)

Strategy: Encourage Roanoke College to hold events in close proximity to downtown instead of deeper on campus (118)

Strategy: Work to bring new businesses to downtown that are sought by the college and young adult demographic (113)

Strategy: Work with existing businesses to create products which students and young adults desire (119)

Strategy: Work to create more nightlife (120)

Strategy: Encourage businesses to stay open later (121)

Strategy: Market downtown to students and encourage them to stay in Salem when shopping or for activities (142)

Goal: Create Activities for Children and Families

Strategy: Add family, youth, and student oriented special events at the Salem Public Library (147)

Strategy: Encourage businesses to provide family and children oriented events and services (122)

Strategy: Encourage non-profits located in downtown, such as religious institutions, to provide family and children oriented events and services (123)

Goal: Work with “Cool” Businesses and Other Partners for On-Trend Experiences

Strategy: Consider non-traditional special events at public facilities (125)

Strategy: Work with clubs, non-profit organizations, and enthusiast groups to provide events and activities for different demographics (206)

Strategy: Recruit on-trend businesses to downtown. Consider incentives as a way to target them (134)

Goal: Consider Millennials and Youth When Creating a “Look” for Downtown

Strategy: Create the kind of place that the millennial generation desires, with a historic look, places to dine and meet people outside, and experiences and activities which are more appealing to their demographic (175)

Strategy: Create an atmosphere in which people between the ages of 14 and 40 find appealing (176)

Tourism

“We should do more to promote Downtown to tourists and visitors...”



Summary:

What is Salem's place in Southwest Virginia? What is its place in the Roanoke Valley? What image of our community do we want to present to the public, and what niche role do we fill in the marketplace? Tourism can be a powerful economic engine. Visitors spend money in downtown, and if they have a good time, hopefully they go back and tell their friends.

Sporting Events bring 112,928 visitors to Salem every year, but how many of them



Potential Customers

know we have a downtown? If they take exit 141 off the interstate, they can arrive at the Civic Center having never even seen Downtown Salem. And they can leave the same way. How do we get those attendees downtown? Getting information in the hands of sports-related tourists

about Downtown Salem, and the businesses located there, is crucial to getting them to spend their money here. How can they go to a business in downtown if they don't even know it exists? Sometimes the answer can simply be adopted from elsewhere. For example, why not hold a "Fan Zone" downtown for all championship events? It could be both a pep rally for excited fans and participants, as well as a welcome to our community, and an opportunity for them to visit our local businesses. Sponsorships could even be secured to help offset costs.

We must also tap into interstate traffic, and direct people to our downtown. Currently, there isn't a sign on the interstate for "Historic Downtown Salem", so how would travelers know what's there?

Lastly, the future of tourism is online. How do we learn about a place or an event for the first time? We google it with our smartphones. Salem must increase its online presence, through the website, but also by increasing social media output. Perhaps even develop apps with local information. We also must make certain that the information that's already online is accurate.



Goal: Promote Downtown

Strategy: Get visitors off the interstate by using signage or other devices. Include advertising for local attractions (171)

Strategy: Add an attractions sign on the interstate (179)

Strategy: Work with the Convention and Visitor's Bureau to promote downtown as a regional destination (135)

Strategy: Promote downtown events by using social media (139)

Goal: Increase the Visibility of Downtown to Visitor's and Participants of Sporting Events, Festivals, and Other Special Events

Strategy: Supply participants of sporting events with promotional materials about downtown (158)

Strategy: Encourage downtown businesses to advertise at events (126)

Strategy: Encourage business owners to appeal directly to visitors (127)

Strategy: Add directional signage to downtown on roads near events with larger numbers of visitors such as the Civic Center (178)

Strategy: Hold activities in downtown that are associated with events such as the Salem Red Sox and sports tournaments. (238)

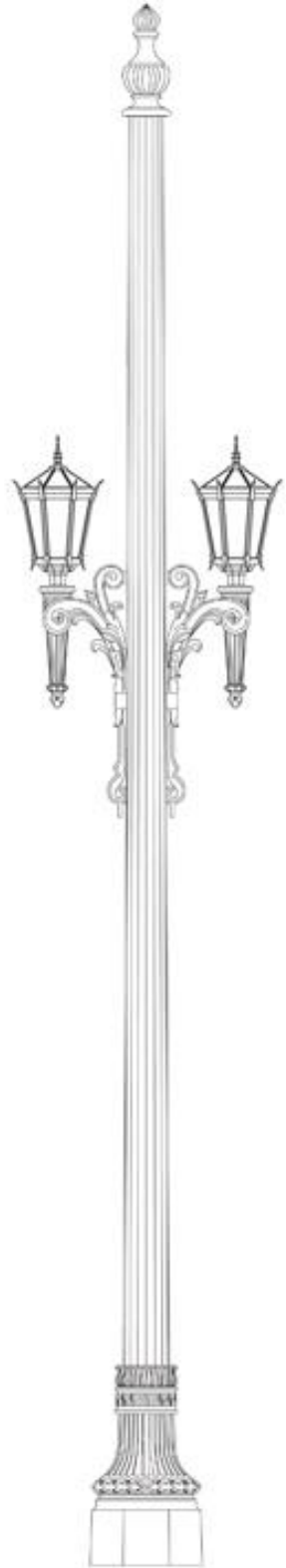
Goal: Create a Regional Destination

Strategy: Consider what role Salem's downtown plays in the greater Roanoke Valley when planning for growth (136)

Strategy: Play up strengths which fill niches that are not being supplied elsewhere in the region (137)

Strategy: Consider how to promote downtown's "brand", and what it means for someone to visit Downtown Salem. Promote the area as an experience, rather than just a location (159)

Implementation



No plan can be successful without community and government buy-in.

This section of the plan breaks down the strategies listed as part of the themes and assigning each to a particular city department, specifies partner departments, and assigns a timeframe for when work on the strategy should begin. It also outlines cost for budgeting purposes, and includes notes about how the strategy should be accomplished.

The information is organized by phase, beginning with Plan Year 1, which is the first year which it has been determined the plan will be implemented. For example, if the city decides to begin implementing the strategies in the plan two years from now, that would effectively be Year 1, and the strategies designated so would be those implemented. A few strategies are ongoing. Some strategies listed in subsequent phases build on strategies begun during the first phase. Others were placed in later phases because they are less critical, or simply require more time to get ready for. Most of the initial strategies are low cost, or free to implement.

Some of the strategies listed do not have a cost associated with them because they require additional work, typically engineering, to determine the actual cost. These are nonetheless important, but are outside the scope of cost determination of the author.

To ensure that progress continues on the goals of the plan the following should be implemented:

- 1. A single person or organization should be put in charge of overseeing the implementation of the plan.***

Having a point of contact will help to keep a consistent look throughout. All materials will use the same logo, and have the same look. All the benches will be the same type. This person will also be in charge of budgeting, and phasing the effort.

- 2. Progress Reports shall be submitted by all departments involved in the work contained in the plan on a regular basis, not less than quarterly.***

This plan has a lot of parts. Many different people and departments have responsibilities. If those responsibilities are not carried out in a timely manner then the plan will not be successful. Requiring the department directors to submit a report to the point-of-contact person will help keep the work on track.

Either the point of contact person, organization, or the City Manager's office should report to Council on the implementation of the plan annually, and effort should be made to update the businesses and citizens on its progress.

Phase I

Number	Strategy	Lead	Partners	Total Cost	Item Cost	Notes
101	<i>Strategy: Encourage other types of accommodations such as Bed and Breakfasts.</i>	<i>Econ</i>	<i>Zoning</i>	<i>\$0</i>		
102	<i>Strategy: Work with business to use outdoor dining to create additional business opportunities.</i>	<i>Econ</i>	<i>Bldg, CM, Zoning</i>	<i>\$0</i>		
103	<i>Strategy: Work with Roanoke College to help them understand the negative impacts of their purchasing of property in downtown.</i>	<i>CM</i>		<i>\$0</i>		
104	<i>Strategy: Reconsider sign, building, and other codes which discourage desired characteristics.</i>	<i>Zoning</i>	<i>Econ, Plan, CM</i>	<i>\$0</i>		
105	<i>Strategy: Revise city ordinances to permit outdoor dining on sidewalks.</i>	<i>Econ</i>	<i>CM, Plan, Streets</i>	<i>\$0</i>		
106	<i>Strategy: Encourage institutions and businesses to provide bicycle infrastructure, and encourage alternative transportation.</i>	<i>Econ</i>		<i>\$0</i>		
107	<i>Strategy: Work with businesses to create outdoor dining options.</i>	<i>Econ</i>	<i>CM, Zoning</i>	<i>\$0</i>		
108	<i>Strategy: Permit overhanging signs for businesses that meet historic or other design criteria.</i>	<i>Zoning</i>	<i>Bldg, CM, Plan</i>	<i>\$0</i>		<i>Create rules</i>
109	<i>Strategy: Encourage downtown businesses to light their buildings decoratively, especially during holidays.</i>	<i>Econ</i>		<i>\$0</i>		
110	<i>Strategy: Consider revising sign ordinances which prohibit neon lighting.</i>	<i>Zoning</i>	<i>Bldg, CM, Plan</i>	<i>\$0</i>		
111	<i>Strategy: Develop and adopt a landscape requirement for businesses in the Downtown Business District (DBD) zoning, which would require potted plants, windows boxes, flags, awnings, or similar items.</i>	<i>Plan</i>	<i>Streets, Econ, Zoning</i>	<i>\$0</i>		<i>To be administered with zoning permit</i>

112	<i>Strategy: Work with owners of chronically vacant properties to see what can be done to improve the situation.</i>	<i>Econ</i>	<i>CM, Zoning</i>	<i>\$0</i>		
113	<i>Strategy: Work with Property owners to improve the maintenance of property in downtown.</i>	<i>Bldg</i>	<i>Zoning, Econ</i>	<i>\$0</i>		
114	<i>Strategy: Consider permitting advertisements in vacant windows for businesses in downtown.</i>	<i>Zoning</i>	<i>Bldg</i>	<i>\$0</i>		<i>Create rules</i>
115	<i>Strategy: Work with restaurants to provide outdoor dining on the sidewalk, and in parklets.</i>	<i>Econ</i>	<i>CM, Plan, Streets</i>	<i>\$0</i>		<i>Create rules</i>
116	<i>Strategy: Specifically consider millennials when programming for events.</i>	<i>Parks</i>	<i>Library, Streets</i>	<i>\$0</i>		
117	<i>Strategy: Work with Roanoke College to create events in downtown for the student and young adult demographic.</i>	<i>Parks</i>	<i>Econ</i>	<i>\$0</i>		<i>Use city facilities for RC events that would be open to public</i>
118	<i>Strategy: Encourage Roanoke College to hold events in close proximity to downtown instead of deeper on campus.</i>	<i>CM</i>	<i>Econ</i>	<i>\$0</i>		<i>FOTQ on College Avenue or Front Quad</i>
119	<i>Strategy: Work with existing businesses to create products which students and young adults desire.</i>	<i>Econ</i>		<i>\$0</i>		<i>Provide data</i>
120	<i>Strategy: Work to create more nightlife.</i>	<i>Econ</i>		<i>\$0</i>		
121	<i>Strategy: Encourage businesses to stay open later.</i>	<i>Econ</i>		<i>\$0</i>		
122	<i>Strategy: Encourage businesses to provide family and children oriented events and services.</i>	<i>Econ</i>		<i>\$0</i>		
123	<i>Strategy: Encourage non-profits located in downtown, such as religious institutions, to provide family and children oriented events and services.</i>	<i>Info</i>	<i>Econ</i>	<i>\$0</i>		
124	<i>Strategy: Hold additional special events, programs, and activities with themes which are popular with younger demographics.</i>	<i>Parks</i>	<i>Library, Streets</i>	<i>\$0</i>		
125	<i>Strategy: Consider non-traditional special events at public facilities.</i>	<i>Parks</i>	<i>Library, Streets</i>	<i>\$0</i>		

126	<i>Strategy: Encourage Downtown Businesses to Advertise at Events.</i>	<i>Info</i>	<i>Civic, Parks, Tourism</i>	<i>\$0</i>		
127	<i>Strategy: Engage Business Owners to be Appeal Directly to Visitors.</i>	<i>Info</i>		<i>\$0</i>		
128	<i>Strategy: Work with developers to add additional residential units to downtown.</i>	<i>Plan</i>		<i>\$0</i>		<i>See Infill Opportunity Parcels</i>
129	<i>Strategy: Work with landowners to keep existing residential units, safe and desirable.</i>	<i>Bldg</i>		<i>\$0</i>		<i>CDBG Funding</i>
130	<i>Strategy: Encourage businesses that provide basic necessities like groceries</i>	<i>Econ</i>		<i>\$0</i>		<i>Consider Incentives</i>
131	<i>Strategy: Consider using tree heights and placement in order to encourage sidewalk traffic.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$0</i>		
132	<i>Strategy: Consider using specific types of trees in specific areas for a uniform look.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$0</i>		
133	<i>Strategy: Work to bring new businesses to downtown that are sought by the college and young adult demographic.</i>	<i>Econ</i>		<i>\$0</i>		
134	<i>Strategy: Recruit On-Trend businesses to downtown. Consider incentives as a way to target them.</i>	<i>Econ</i>	<i>CM</i>	<i>\$0</i>		
135	<i>Strategy: Work with the Convention and Visitor's Bureau to promote downtown as a regional destination.</i>	<i>CM</i>	<i>Tourism</i>	<i>\$0</i>		
136	<i>Strategy: Consider what role Salem's downtown plays in the greater Roanoke Valley when planning for growth.</i>	<i>Econ</i>	<i>CM, Plan</i>	<i>\$0</i>		
137	<i>Strategy: Play up strengths which fill niches that are not being supplied elsewhere in the region.</i>	<i>Econ</i>	<i>CM, Plan, Tourism</i>	<i>\$0</i>		
138	<i>Strategy: Create a method to highlight attractive properties to reward their owners.</i>	<i>CM</i>	<i>Plan, Tourism</i>	<i>\$1,000</i>		<i>Green Awards</i>
139	<i>Strategy: Promote downtown events by using social media.</i>	<i>Info</i>	<i>Tourism</i>	<i>\$1,000</i>		
140	<i>Strategy: Promote and encourage the use of historic tax credits</i>	<i>Econ</i>		<i>\$2,000</i>		<i>Develop Program</i>

141	<i>Strategy: Provide a location, such as at the Library, for tourists to receive promotional materials about downtown, along with an all-day parking pass.</i>	<i>Library</i>	<i>PD, Streets</i>	<i>\$2,000</i>	<i>2,000</i>	<i>"I'm A Tourist" hang tag for visiting vehicles</i>
142	<i>Strategy: Market downtown to students and encourage them to stay in Salem when shopping or for activities.</i>	<i>Info</i>	<i>Econ</i>	<i>\$2,000</i>	<i>2,000</i>	
143	<i>Strategy. Consider the downtown brand when producing marketing materials.</i>	<i>Info</i>	<i>Econ</i>	<i>\$5,000</i>		
144	<i>Strategy: Perform market demand analysis and use results to recruit new businesses to fill identified gaps.</i>	<i>Econ</i>		<i>\$10,000</i>		
145	<i>Strategy: Use paint or wayfinding signage to direct people to local trails.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$10,000</i>		<i>To Greenway</i>
146	<i>Strategy: Evaluate Turn Movements on Main Street.</i>	<i>Streets</i>	<i>Plan, Eng</i>	<i>\$10,000</i>		<i>Left turns</i>
147	<i>Strategy: Add family, young adult, and student oriented special events at the Salem Public Library.</i>	<i>Library</i>		<i>\$10,000</i>		
148	<i>Strategy: Hold more special events at the Farmers Market, City Hall, and non-city owned facilities.</i>	<i>Parks</i>	<i>Streets</i>	<i>\$15,000</i>	<i>5,000</i>	
149	<i>Strategy: Play up, or reinstall quirky or distinctive features from the past, when appropriate.</i>	<i>Streets</i>	<i>CM, Plan</i>	<i>\$15,000</i>	<i>5,000</i>	
150	<i>Strategy: Designate College Avenue and East Main Street as "College Corners, and Broad Street and West Main Street as the "City Market District", or other similar distinctive names. Promote through signage in the streetscape.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$20,000</i>		
151	<i>Strategy: Consider a "No Permit Fee" Zone for downtown</i>	<i>Econ</i>		<i>\$25,000</i>		
152	<i>Strategy: Consider incentives for facades and other improvements.</i>	<i>Econ</i>		<i>\$25,000</i>		<i>To be determined</i>
153	<i>Strategy: Hold library programs in Younger Park to better use the space as part of that facility and draw people to use library services.</i>	<i>Library</i>	<i>Parks</i>	<i>\$30,000</i>	<i>10,000</i>	

154	<i>Strategy: Install more street furniture</i>	<i>Streets</i>	<i>Library, Plan</i>	<i>\$30,000</i>	<i>10,000</i>	
155	<i>Strategy: Purchase only a uniform style of historic-looking benches and fixtures for downtown, and city facilities located downtown.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$30,000</i>	<i>10,000</i>	
156	<i>Strategy: Encourage businesses to locate in downtown.</i>	<i>Econ</i>		<i>\$30,000</i>	<i>10,000</i>	<i>Incentives</i>
157	<i>Strategy: Increase landscaping at city facilities</i>	<i>Streets</i>	<i>Plan</i>	<i>\$30,000</i>	<i>10,000</i>	
158	<i>Strategy: Supply Participants of Sporting Events with Promotional Materials about Downtown.</i>	<i>Info</i>	<i>Civic, Parks, Tourism</i>	<i>\$30,000</i>	<i>10,000</i>	
159	<i>Strategy: Consider how to promote downtown's "brand", and what it means for someone to visit Downtown Salem. Promote the area as an experience, rather than just a location.</i>	<i>Info</i>	<i>Tourism</i>	<i>\$30,000</i>	<i>10,000</i>	
160	<i>Strategy: Provide city special events to a younger audience.</i>	<i>Parks</i>	<i>Library, Streets</i>	<i>\$50,000</i>	<i>20,000</i>	
161	<i>Strategy: Work with Total Action for Progress (TAP) to provide start-up financing.</i>	<i>Econ</i>		<i>\$50,000</i>		
162	<i>Strategy: Consider a facade grant program.</i>	<i>Econ</i>		<i>\$50,000</i>		
163	<i>Strategy: Consider a "No Permit Fee" zone for businesses locating in downtown, or similar incentives which are unique to downtown.</i>	<i>Econ</i>	<i>CM, BLDG, Plan, Zoning</i>	<i>\$50,000</i>		
164	<i>Strategy: Add lighting and other decorations to trees.</i>	<i>Electric</i>	<i>Plan, Streets</i>	<i>\$50,000</i>		
165	<i>Strategy: Bring more people downtown in order to provide customers at later hours.</i>	<i>Econ</i>	<i>Library, Parks, PD</i>			
166	<i>Strategy: Play up defining and unique features of downtown.</i>	<i>Plan</i>	<i>Econ, Info</i>			
167	<i>Strategy: Consider the historic context of city facilities downtown when making improvements to them.</i>	<i>CM</i>	<i>Plan</i>			
168	<i>Strategy: Consider a shorter repaving schedule for streets in downtown.</i>	<i>Streets</i>	<i>Eng</i>			

169	<i>Strategy: Be more conscious of the maintenance of public facilities downtown.</i>	<i>CM</i>	<i>Streets</i>			
170	<i>Strategy: Add special events specifically for Roanoke College Students</i>	<i>Parks</i>	<i>Library</i>			
171	<i>Strategy: Get Visitors off the Interstate by using signage or other devices.</i>	<i>Plan</i>	<i>CM, Econ, Toursim</i>			
172	<i>Strategy: Make city facilities downtown appear more historic.</i>	<i>Streets</i>				
173	<i>Strategy: Emphasize, or create, characteristics which make Downtown Salem unique.</i>	<i>Plan</i>	<i>CM, Info</i>			
174	<i>Strategy: Install small parks (parklets) in key locations in the public right-of-way, with landscaping and street furniture.</i>	<i>Streets</i>	<i>CM, Plan</i>			
175	<i>Strategy: Create the kind of place that the millennial generation desires, with a historic look, places to dine and meet people outside, and experiences and activities which are more appealing to their demographic.</i>	<i>CM</i>				
176	<i>Strategy: Create an atmosphere in which people between the ages of 14 and 40 find appealing.</i>	<i>CM</i>				
177	<i>Strategy: Consider adopting the Property Maintenance Code</i>	<i>Bldg</i>	<i>Zoning</i>			
178	<i>Strategy: Add directional signage to Downtown on roads near events with larger numbers of visitors such as the Civic Center</i>	<i>Streets</i>	<i>Tourism</i>			
179	<i>Strategy: Add an attractions sign on the interstate</i>	<i>Tourism</i>		<i>\$25,000</i>	<i>\$25,000</i>	<i>Installed by VDOT</i>
180	<i>Strategy: Consider the downtown brand when producing marketing materials</i>	<i>Info</i>	<i>Tourism</i>			
181	<i>Strategy: Use Residential Development to add Buildings to Secondary Streets such as Clay Street and Calhoun Street</i>	<i>Plan</i>	<i>Zoning</i>			
182	<i>Strategy: Create a list of opportunity buildings or parcels for new</i>	<i>Plan</i>				

	<i>businesses to consider when locating downtown</i>					
183	<i>Strategy: Co-recruit businesses that appeal to both students and residents for strategic ground-floor spaces of college owned property in downtown</i>	<i>Econ</i>				
184	<i>Strategy: Work with Roanoke College to add new in-fill development to Clay Street, with first-floor commercial and upper-floor dormitory or offices</i>	<i>CM</i>	<i>Econ, Plan, Zoning</i>			
185	<i>Strategy: Encourage better business participation in large events such as Olde Salem Days</i>	<i>Parks</i>				
186	<i>Strategy: Increase the strength of Wifi downtown</i>	<i>Tech</i>	<i>Electric</i>			
187	<i>Strategy: Use decorative street signs to identify neighborhoods adjacent to downtown in order to enhance their "downtownness"</i>	<i>Streets</i>	<i>Plan</i>			
188	<i>Strategy: Use the Salem Museum as an anchor for the eastern end of downtown.</i>	<i>Plan</i>				
189	<i>Strategy: Work with Roanoke College to select promising Business Policy Class Projects for entrepreneurship training and startup funding through Total Action for Progress (TAP), and the Salem Economic Development Authority in exchange for locating in Salem.</i>	<i>Econ</i>	<i>CM</i>			
190	<i>Strategy: Partner with Roanoke College to improve lower income residential properties in Salem through student volunteer efforts and fundraising.</i>	<i>Econ</i>	<i>CM</i>			

Phase II

	Strategy	Lead Department	Partner Departments	Total Cost	Item Cost	Notes
201	<i>Strategy: Work with Roanoke College to develop a plan for the college's growth which will be incorporated into the Future Land Use Plan</i>	<i>Plan</i>	<i>CM, Plan, Zoning</i>	<i>\$0</i>		
202	<i>Strategy: Encourage Roanoke College to use property it owns on Main Street, and other key corridors for ground-floor commercial uses. These buildings need to contain uses open to the general public in order to maintain a critical mass of businesses</i>	<i>CM</i>	<i>Zoning</i>	<i>\$0</i>		
203	<i>Strategy: Encourage Roanoke College to redevelop underutilized properties they own on the periphery of downtown, such as Clay Street and Thompson Memorial, for new buildings to accommodate growth needs.</i>	<i>CM</i>	<i>Plan, Zoning</i>	<i>\$0</i>		
204	<i>Strategy: Improve the backs of buildings facing side streets.</i>	<i>Zoning</i>	<i>Bldg</i>	<i>\$0</i>		
205	<i>Strategy: Extend changes to the Sign Ordinance and other regulations to areas around downtown so that they match visually.</i>	<i>Zoning</i>	<i>Bldg, Plan</i>	<i>\$0</i>		
206	<i>Strategy: Work with clubs, non-profit organizations, and enthusiast groups to provide events and activities for different demographics.</i>	<i>Parks</i>	<i>Library, Streets</i>	<i>\$0</i>		
207	<i>Strategy: Work with business to make a case for staying open later.</i>	<i>Econ</i>	<i>Parks</i>	<i>\$2,000</i>	<i>2,000</i>	

208	<i>Strategy: Update the Future Land Use Plan for the Downtown area</i>	<i>Zoning</i>	<i>CM, Plan</i>			
209	<i>Strategy: Create a self guided historical walking tour.</i>	<i>Streets</i>		<i>\$10,000</i>	<i>10,000</i>	
210	<i>Strategy: Work with institutional partners to utilize their parking to help meet the parking needs of downtown patrons.</i>	<i>CM</i>	<i>Plan</i>	<i>\$10,000</i>	<i>10,000</i>	
211	<i>Strategy: Install bicycle infrastructure such as bicycle racks at strategic locations downtown such as the Salem Public Library, Farmers Market, and City Hall.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$10,000</i>	<i>10,000</i>	
212	<i>Strategy: Work with landowners to add trees and other screening vegetation to the frontage of parking lots.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$10,000</i>	<i>10,000</i>	
213	<i>Strategy: Add directional signage to Main Street to point visitors to side and rear parking areas.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$10,000</i>	<i>10,000</i>	
214	<i>Strategy: Add a European-style round info kiosk in Younger park for the posting of community event flyers.</i>	<i>Streets</i>	<i>Library</i>	<i>\$15,000</i>	<i>15,000</i>	
215	<i>Strategy: Use signage and landscaping to identify public parking lots.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$20,000</i>	<i>20,000</i>	
216	<i>Strategy: Install bus shelters at key locations.</i>	<i>Streets</i>	<i>Econ</i>	<i>\$20,000</i>	<i>20,000</i>	

217	<i>Strategy: Use trees and other plantings to create a homogenous look for downtown, and to define specific districts.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$20,000</i>	<i>10,000</i>	
218	<i>Strategy: Install historic-style wayfinding signage.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$25,000</i>	<i>25,000</i>	
219	<i>Strategy: Install Parklets at key locations.</i>	<i>Streets</i>	<i>CM, Plan</i>	<i>\$30,000</i>	<i>10,000</i>	
220	<i>Strategy: Consider a Revolving Loan Fund</i>	<i>Econ</i>		<i>\$50,000</i>	<i>50,000</i>	
221	<i>Strategy: Better use the hardscape in Library Square as a destination.</i>	<i>Streets</i>	<i>Library</i>	<i>\$50,000</i>	<i>50,000</i>	
222	<i>Strategy: Link surrounding neighborhoods with downtown through sidewalks, bike lanes, and trails, where appropriate.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$50,000</i>	<i>25,000</i>	
223	<i>Strategy: Improve pedestrian accommodations at key intersections.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$50,000</i>	<i>25,000</i>	
224	<i>Strategy: Increase the number of special events held in downtown</i>	<i>Parks</i>	<i>Library, PD, Streets</i>	<i>\$90,000</i>	<i>30,000</i>	
225	<i>Strategy: Use decorative lighting across and along the street, and in trees, to create an atmosphere that encourages people to stay.</i>	<i>Electric</i>	<i>Streets, Plan</i>			
226	<i>Strategy: Replace street lighting and traffic fixtures with historic-style ones.</i>	<i>Electric</i>	<i>Plan, Streets</i>			
227	<i>Strategy: Hold special events more often, and on non-weekend days.</i>	<i>Parks</i>	<i>Streets, PD</i>			
228	<i>Strategy: Replace concrete sidewalks with brick pavers or similar historic materials.</i>	<i>Streets</i>	<i>CM, Plan, Streets</i>			
229	<i>Strategy: Replace street lighting with historic-style light poles and fixtures.</i>	<i>Electric</i>	<i>CM, Plan, Streets</i>			
230	<i>Strategy: Replace traffic lights with historic-style poles and fixtures.</i>	<i>Electric</i>	<i>CM, Plan, Streets</i>			
231	<i>Strategy: Use a homogenous streetscape to tie downtown together visually.</i>	<i>Streets</i>	<i>Plan</i>			

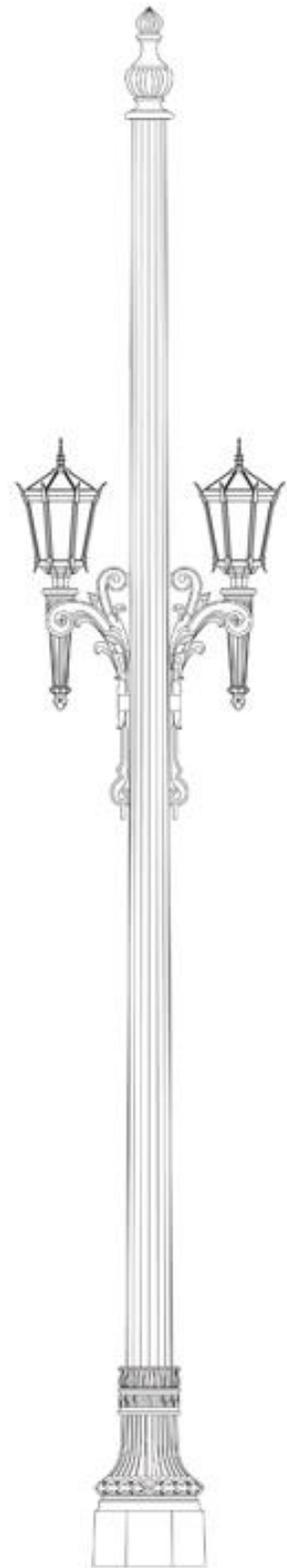
232	<i>Strategy: Use a consistent look throughout downtown.</i>	<i>Streets</i>	<i>Plan</i>			
233	<i>Strategy: Install historic-style street and traffic lights.</i>	<i>Electric</i>	<i>Plan, Streets</i>			
234	<i>Strategy: Use decorative lighting, such as lights in trees, and strung across roadways.</i>	<i>Electric</i>	<i>Plan, Streets</i>			
235	<i>Strategy: Consider improving some alleys in downtown into “Shared Streets”, with accommodations for pedestrians as well as vehicles</i>	<i>Plan</i>	<i>Streets</i>			
236	<i>Strategy: Consider adding public art, such as murals to uninteresting building facades.</i>	<i>CM</i>				
237	<i>Strategy: Consider installing a fountain to create visual interest</i>	<i>CM</i>	<i>Streets</i>			
238	<i>Strategy: Hold activities in downtown that are associated with events such as the Salem Red Sox and sports tournaments.</i>	<i>Parks</i>	<i>Tourism</i>			
239	<i>Strategy: Develop an Overlay or Corridor Plan for Main Street and other placemaking streets which regulates the built form of redevelopment and future development.</i>	<i>Plan</i>	<i>CM</i>			

Phase III

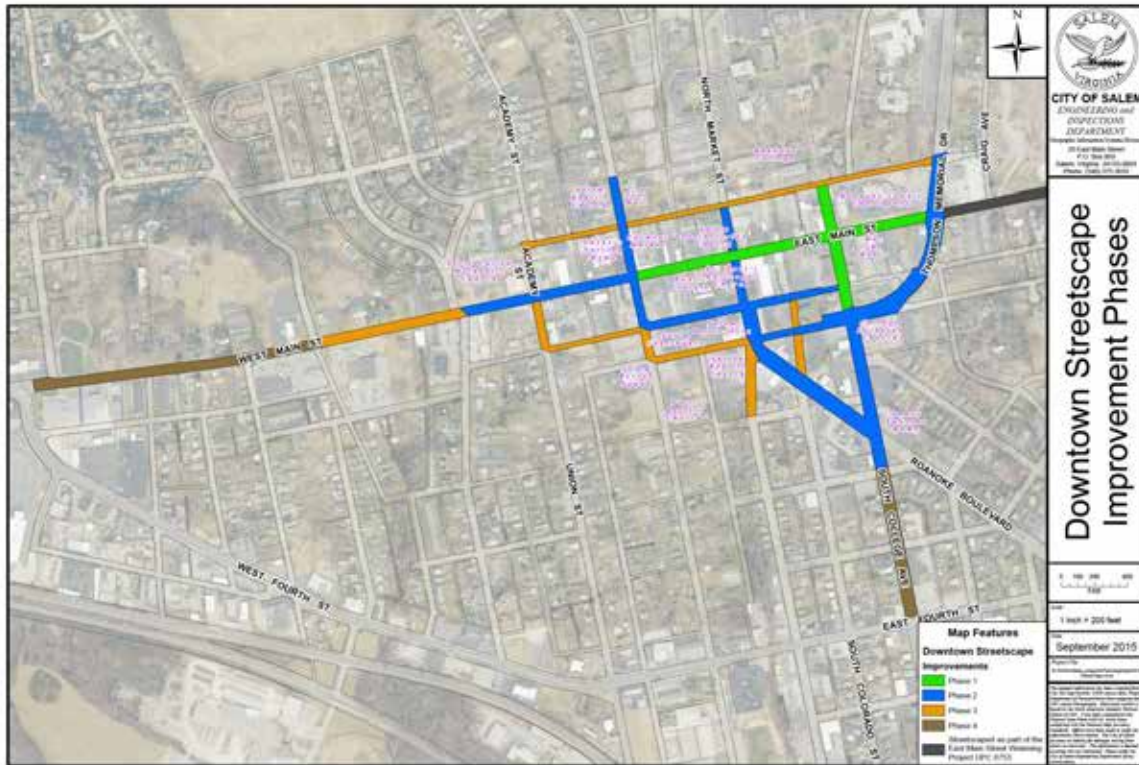
	Strategy	Lead Department	Partner Departments	Total Cost	Item Cost	Notes
301	<i>Strategy: Work with other governments to keep their offices in downtown, but not on Main Street.</i>	<i>CM</i>		<i>\$0</i>		
302	<i>Strategy: Extend the Downtown Business District (DBD) zoning into additional areas.</i>	<i>Zoning</i>	<i>Plan</i>	<i>\$0</i>		
303	<i>Strategy: Investigate public-private partnerships for a downtown hotel.</i>	<i>Econ</i>	<i>CM</i>	<i>\$0</i>		
304	<i>Strategy: Consider options for adding a parking garage, or additional surface parking lots in and around Main Street.</i>	<i>CM</i>	<i>Plan</i>	<i>\$25,000</i>		
305	<i>Strategy: Work with landowners to add trees and landscaping along streets, alleys, and in the interior of parking lots.</i>	<i>Plan</i>	<i>Streets</i>	<i>\$25,000</i>		
306	<i>Strategy: Make Areas off Main Street more "Downtown-Like" by matching the downtown streetscape and pedestrian scale features, particularly on streets like College Avenue, Clay Street, and Calhoun Street.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$50,000</i>		
307	<i>Strategy: Improve safety and visibility at crosswalks by creating bump-outs with landscaping and benches.</i>	<i>Streets</i>	<i>Plan</i>	<i>\$200,000</i>		
308	<i>Strategy: Renovate or replace the Salem Public Library, and use it to draw people into downtown, and to provide a</i>	<i>CM</i>	<i>Library</i>			

	<i>source of family centered activities.</i>					
309	<i>Strategy: Relocate City of Salem offices and facilities that do not provide services such as events and activities to the general public. Find alternative locations for such offices which will not occupy space that could be used for private businesses.</i>	<i>CM</i>				
310	<i>Strategy: Link downtown directly with the Roanoke River Greenway, the Elizabeth Campus Walking Trail, and the Mason Creek Greenway/Hanging Rock Battlefield Trail through connections along East Main Street and Union Street.</i>	<i>Streets</i>	<i>Plan</i>			
311	<i>Strategy: Fix gaps in the sidewalk network.</i>	<i>Streets</i>	<i>Plan</i>			
312	<i>Strategy: Extend the downtown streetscape west to 4th Street, and East to the Salem History Museum. Consider a transitional look beyond these areas.</i>	<i>Streets</i>	<i>Plan</i>			
313	<i>Strategy: Expand the downtown "look" onto side streets.</i>	<i>Streets</i>	<i>Plan</i>			
314	<i>Strategy: Consider other options for travel in downtown, such as shuttles and bicycle carts.</i>	<i>CM</i>				
315	<i>Strategy: Consider improving the streetscape of Boulevard from College Avenue to Market Street, with attention to landscaping and trees, pedestrian uses such as outdoor dining, and reconfigured parking</i>	<i>Streets</i>	<i>CM, Plan</i>			<i>Options to consider may include: medians, angled parking, roundabouts, and sidewalk dining, as well as the intersection with College Avenue.</i>
315	<i>Strategy: Consider Public-Private venues and events</i>	<i>Parks</i>	<i>CM, Tourism</i>			

Downtown Streetscape Phasing



Streetscape improvements should start with College Avenue and Main Street. These areas are the core of downtown, and represent the primary East-West, and North-South corridors. They are also the main contributors to the character of downtown, so making improvements to these streets will yield high-impact results immediately. The concentration of commercial buildings will also maximize induced investment as a result.

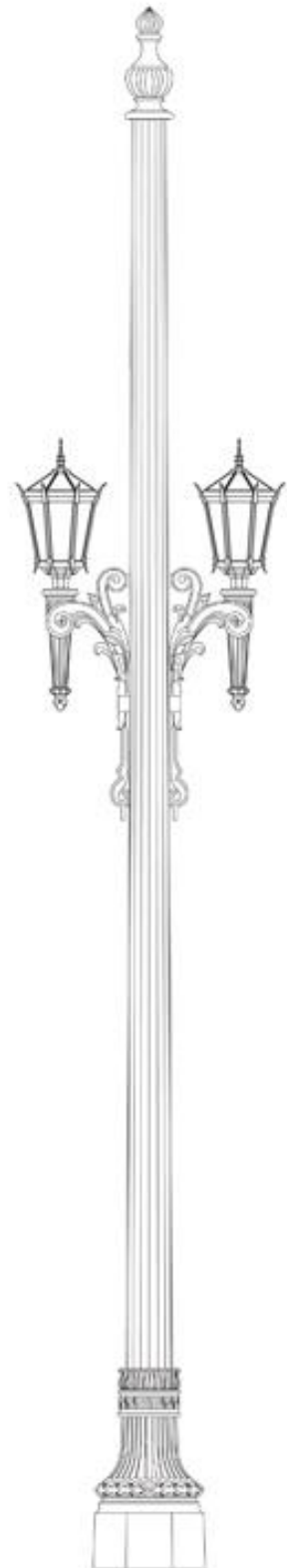


The improvements include:

- *Reconstructing the crosswalks and intersections to increase safety and walkability*
- *Reworking the on-street parking for better traffic flow and to add additional spaces*
- *Replacing the existing concrete sidewalks with brick pavers*
- *Widening the sidewalk, where possible, to allow areas for outdoor dining, and other character enhancements*
- *The addition of large canopy trees in strategic locations in the sidewalk to increase safety at crosswalks, and to provide shade to outdoor areas*
- *Replacing all street furniture with historic style versions*
- *Replacing all traffic lights with historic style ones*
- *Replacing the existing street lighting with new historic style fixtures*
- *Installing strand lighting in trees, and across streets in various locations*

Sources of funding for these improvements include grant programs such as the Transportation Alternatives Program, the Highway Safety Improvement Program, Revenue Sharing, as well as general fund revenues from the city budget. Many of the physical improvements will be eligible for assistance through the Virginia Department of Transportation.

Stakeholder Groups



Stakeholder Groups

Andrew Lewis Middle School Students

Church and Congregational Leaders

City Employees

*Developers, Builders, and Architectural and Engineering
Firms*

Downtown Business and Property Owners

Downtown Residents

Realtors

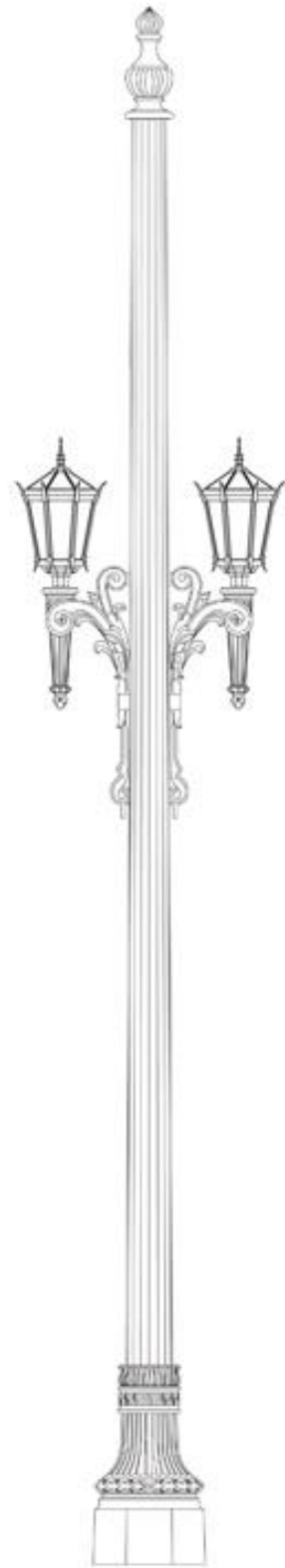
Residents who Live Near Downtown Salem

Roanoke College Students

Roanoke County Employees

Salem High School Students

Informational Flyers



SALEMVA



DOWNTOWN PLAN



HELP SHAPE THE FUTURE OF DOWNTOWN SALEM

Please give us your ideas about downtown
by filling out our short online survey
available on the front page of saalemva.gov



Paper copies of the survey are available at the
Salem Public Library and at City Hall.

For More Information, call the Planning & Economic Development Department (540)375-3007



SALEM VA

DOWNTOWN PLAN

HELP SHAPE THE FUTURE OF DOWNTOWN SALEM

“The Downtown Plan” - Public Comment Meeting

Tuesday – January 20, 2015

4 p.m. – 7 p.m.

Salem Baptist Church 103 N. Broad St.
(Right across from City Hall)

City staff and volunteers will be on hand to collect citizen
input concerning the future of Downtown Salem.
Come join us and be a part of the process!

For questions, call Planning & Economic Development at (540)375-3007

PLEASE SHARE YOUR OPINIONS ABOUT THE FUTURE OF
DOWNTOWN SALEM BY TAKING THIS SHORT SURVEY.

CLICK HERE

SALEM VA
DOWNTOWN PLAN



**HELP SHAPE THE FUTURE
OF DOWNTOWN SALEM**

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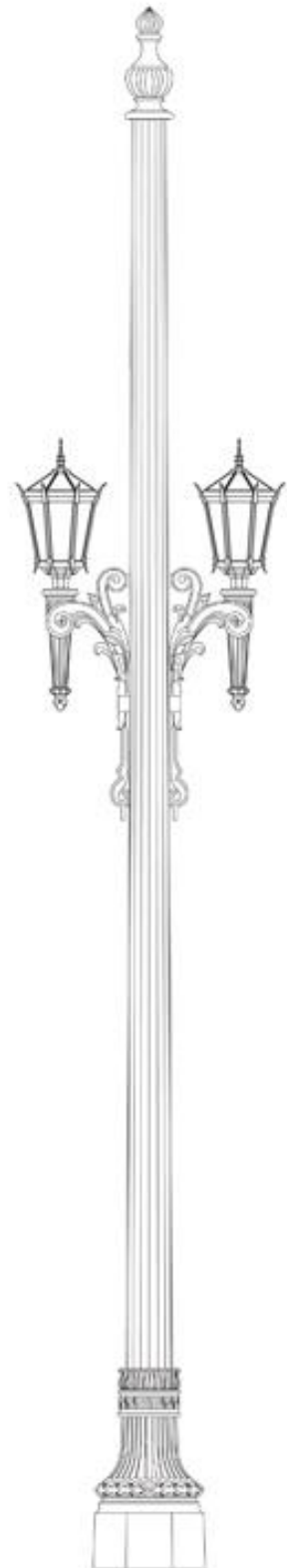


Paper copies of the survey are
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For More Information, call
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Survey Instruments





DOWNTOWN SALEM RETAIL SURVEY

Part I - Introduction:

On behalf of the City of Salem, thank you for taking time to participate in the development of Downtown Salem Plan. The Plan will help guide Salem in its efforts to revitalize its downtown, and we need your help! As residents and visitors to Salem, your needs and wants for a vibrant downtown are very important. Please fill out the brief survey below and help us improve your downtown! This survey may also be taken online at <https://www.surveymonkey.com/s/Z229J7K>.

If you have any questions or concerns about this survey, please contact Benjamin Tripp at the Salem Planning and Development Department by phone (540) 375-3007, or by email at btripp@salemva.gov. Thank you for your assistance in this process.

*Please return your completed survey to Benjamin Tripp, Salem Planning and Development Department,
P.O. Box 869, Salem, VA 24153.*

Part II – Shopping in Downtown Salem:

1. **How often do you shop/visit downtown Salem (including the post office, banks, hair salon, offices, stores, churches, etc.)? Check one only.**

☐ More than once a week
☐ At least once a week
☐ Once or twice a month
☐ Once every few months
☐ Once or twice a year
☐ Never

2. **Please check yes or no for each of the following statements:**

I shop/visit downtown because...(Skip to question 3 if you do not shop/visit downtown Salem)

A) it has good prices.	Yes ☐ No ☐
B) it is convenient to home.	Yes ☐ No ☐
C) it is convenient to work.	Yes ☐ No ☐
D) of the quality of stores.	Yes ☐ No ☐
E) of the variety of stores.	Yes ☐ No ☐
F) it has convenient business hours.	Yes ☐ No ☐
G) it has specialty stores and unique products.	Yes ☐ No ☐
H) the stores offer personal service.	Yes ☐ No ☐
I) the stores offer friendly service.	Yes ☐ No ☐
J) Other (please specify) _____	

3. Please check yes or no for each of the following statements:

I do not shop/visit downtown because...(Skip to question 4 if you do shop/visit downtown Salem)

- | | |
|---|--------------|
| A) of lack of stores, products, variety. | Yes___ No___ |
| B) of the quality of stores, products. | Yes___ No___ |
| C) it is inconvenient to home or work. | Yes___ No___ |
| D) of inconvenient parking. | Yes___ No___ |
| E) it does not have adequate parking. | Yes___ No___ |
| F) of inconvenient business hours. | Yes___ No___ |
| G) the traffic is too heavy. | Yes___ No___ |
| H) of the prices. | Yes___ No___ |
| I) of poor lighting/safety concerns. | Yes___ No___ |
| J) of poor service. | Yes___ No___ |
| K) of poor signage/window displays/advertising. | Yes___ No___ |
| L) of the appearance/cleanliness of businesses. | Yes___ No___ |
| M) there is no entertainment. | Yes___ No___ |
| N) of lack of restaurants. | Yes___ No___ |
| O) Other (please specify) _____ | |

4. Please check a box for each shopping location listed below that best describes how frequently you shop there.

	1 time or More per Week	1-2 Times per Month	A Few Times per Year	Rarely or Never
A) Downtown Salem				
B) Downtown Roanoke				
C) Valley View Mall				
D) Tanglewood Mall				
E) Other Areas of Roanoke Valley				
F) Internet/Catalogs/Mail Order				

5. Please circle one number for each of the statements below to rate downtown Salem on its shopping environment. Scale of 1 to 5, with 1 being Very Poor and 5 being Excellent.

	Very Poor	Poor	Average	Good	Excellent
A) Quality of retail	1	2	3	4	5
B) Variety of retail	1	2	3	4	5
C) Quality of restaurants	1	2	3	4	5
D) Variety of restaurants	1	2	3	4	5
E) Personal service	1	2	3	4	5
F) Friendly service	1	2	3	4	5
G) Prices	1	2	3	4	5
H) Convenient parking	1	2	3	4	5
I) Feeling of safety	1	2	3	4	5
J) Overall attractiveness	1	2	3	4	5
K) Traffic circulation	1	2	3	4	5
L) Sidewalks	1	2	3	4	5
M) Crosswalks	1	2	3	4	5
N) Upkeep of buildings	1	2	3	4	5
O) Maintenance of sidewalks	1	2	3	4	5
P) Maintenance of parking areas	1	2	3	4	5
Q) Convenient hours	1	2	3	4	5

6. Please check the blank or blanks (all that apply) below to indicate if you visit downtown Salem to:

- ☐ Dine in a restaurant
☐ Shop for convenience/routine items (drugstore, groceries, etc.)
☐ Shop for clothing
☐ Do specialty shopping
☐ Go to post office
☐ Go to bank
☐ Government function
☐ Special event or festival
☐ Shop at the Farmers' Market
☐ Other (please specify) _____

7. Check a box for each statement below that corresponds with how strongly you agree or disagree with the following statements about downtown Salem:

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
A) Downtown is the heart of the community.					
B) Downtown is easily accessed.					
C) Regular events enhance the appeal of downtown.					
D) Large annual events enhance the appeal of downtown.					
E) I want more specialty/unique shopping downtown.					
F) I want more convenience/routine (drugstore, groceries, etc.) items downtown.					
G) I want more restaurant options downtown.					
H) I want coffee shop(s)/café(s) downtown.					
I) A strong retail presence in downtown is important.					
J) I am optimistic about the future of downtown.					

8. Please check Yes or No for each of the following statements:

- A) I like to park in one spot and browse the shops. Yes___ No___
 B) I like to park directly in front of the shop I'm visiting. Yes___ No___
 C) I walk/bike or use other transportation to get downtown. Yes___ No___
 D) I avoid going downtown because of parking...
 (if I can't find a place after driving through,
 I give up and go somewhere else). Yes___ No___
 E) Downtown store hours are convenient to my schedule. Yes___ No___
 F) The downtown stores are not open when I am able to shop. Yes___ No___
 G) I would shop downtown more often if stores were open later. Yes___ No___
 H) I shop elsewhere because of the downtown store hours. Yes___ No___

9. What kinds of businesses would you like to see in downtown Salem?

10. What kinds of activities would you like to see in downtown Salem?

11. If you could make one single change in downtown Salem, what would it be?

12. Are there other community components (i.e. housing downtown, youth activity center, walking/biking trails, more centralized parking lots, more street parking, more small regularly scheduled events, more large annual events, better directional and way-finding signs) that would impact your decision to visit downtown Salem?

13. Please use this space to provide additional comments about downtown Salem.

Part III – Demographic Information:

14. What is your home zip code (REQUIRED)? _____

15. What is your age? _____ 16-20
_____ 21-29
_____ 30-39
_____ 40-49
_____ 50 +

16. What is your sex: _____ Male
_____ Female

17. What is your annual household income? Check one only.

- _____ \$0 - \$25,000
_____ \$25,001 - \$50,000
_____ \$50,001 - \$75,000
_____ \$75,001 - \$100,000
_____ \$100,001 or more

18. How would you classify yourself (Check all that apply)?

- _____ Salem resident
_____ Downtown resident
_____ Downtown business or property owner
_____ Roanoke College student
_____ Employed in downtown
_____ Downtown shopper/visitor
_____ Other, please explain _____

Thank you again for your input and participation in this survey!

*Please return your completed survey to Benjamin Tripp, Salem Planning and Development Department,
P.O. Box 869, Salem, VA 24153.*

Downtown Salem Business Inventory Survey

Introduction

The City of Salem is conducting a survey to obtain information regarding the existing business inventory to support the Salem Downtown Plan, which is currently in development. The City of Salem is in the planning phases of applying for Community Development Block Grant (CDBG) funds, through the Virginia Department of Housing and Community Development, to help fund downtown improvements. The purpose of this survey is to obtain basic business information; identify key opportunities and challenges for conducting business downtown; and to determine the level of interest among business owners and merchants in participating in the planning process.

Your participation in the survey is not required, but is strongly encouraged. You may leave your name off the form if you wish to remain anonymous. For additional information or if you have questions please contact Benjamin Tripp, City Planner, City of Salem at 540-375-3007. Thank you for your assistance in this process!

1. Please enter the following information about your business.

Business name	
Business owner	
Street address	
Phone number	
Email address	
Web address	

2. How would you best classify your business?

- ☐ Retail
- ☐ Professional
- ☐ Dining
- ☐ Institutional

Other (please specify)

3. What is the form of your business?

- ☐ Sole Proprietor
- ☐ Partnership
- ☐ Corporation

Other (please specify)

4. Does your business own or rent your space?

- ☐ Own
- ☐ Rent/Lease

Downtown Salem Business Inventory Survey

5. If you rent or lease your business space, enter the following information about the building owner.

Name	
Address	
Phone Number	
Email Address	

6. Estimate your monthly overhead costs.

Mortgage or Rent	
Utilities	
Other	

7. What is the estimated square footage being used for the business?

8. What is the estimated square footage available for use?

9. What are the parking options at your business (choose all that apply)?

- ☐ Surface Lot/Off-Street
- ☐ On-Street
- ☐ Both

Other (please specify)

10. How long have you been in business?

11. How long has your business been at its present location?

12. Estimate your gross annual sales/business receipts (circle best circle).

- ☐ Less than \$50,000
- ☐ \$50,000 to \$100,000
- ☐ \$100,000 to \$500,000
- ☐ \$500,000 to \$1,000,000
- ☐ Over \$1,000,000

Downtown Salem Business Inventory Survey

13. In the past year my business' gross sales have...

- ☐ Increased
- ☐ Decreased
- ☐ Stayed about the same

Estimated change (%)

14. In the past 5 years my business' gross sales/receipts have...

- ☐ Increased
- ☐ Decreased
- ☐ Stayed about the same

Estimated change (%)

15. What is the total number of employees (including you) at your business?

16. Estimate your average number of weekly clients/customers.

17. What are your hours of operation?

	Opening		Closing		Closed
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					
Sunday					

Irregular hours, mid-day breaks

18. What is your busiest day of the week?

- | | |
|---------------------------------|--------------------------------|
| ☐ Monday | ☐ Friday |
| ☐ Tuesday | ☐ Saturday |
| ☐ Wednesday | ☐ Sunday |
| ☐ Thursday | |

Downtown Salem Business Inventory Survey

19. What are your busiest months of the year?

☐ January

☐ July

☐ February

☐ August

☐ March

☐ September

☐ April

☐ October

☐ May

☐ November

☐ June

☐ December

20. How does your business plan to change its operations over the next 2 years (circle best choice)?

☐ Expand

☐ Downsize

☐ Relocate within downtown

☐ Relocate out of downtown

☐ Close

☐ Uncertain or no change

Other (please specify)

21. Is your internet access and speed sufficient for your business?

☐ Yes

☐ No

If not explain the deficiency

22. Are your current utilities sufficient for your business?

☐ Yes

☐ No

If not explain the deficiency

23. In your opinion, what types of businesses are needed in Downtown Salem?

Downtown Salem Business Inventory Survey

24. If a financial assistance program for building/site improvements was available to downtown property owners, such as low interest loans/grant programs, would you be interested in participating?

☐ Yes

☐ No

25. What aspects do you feel need improvement in Downtown Salem (circle all that apply)?

☐ Parking

☐ Traffic/circulation

☐ Public utilities/drainage

☐ Open space/public gathering space

☐ Streetscape appearance

☐ Sidewalks/crosswalks

☐ Quality of goods/services

☐ Shopping hours

☐ Physical condition of buildings

☐ Safety

☐ Mix of retail stores/restaurants

☐ Special events/festivals

☐ Financing for business startup/expansion

Other (please specify)

26. Please include any additional comments about current or future commerce in Downtown Salem.

