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# SALEM MAIN STREET RENAISSANCE PLAN

Town of Salem  
Washington County, New York

*Prepared for the Salem  
Main Street  
Renaissance Plan  
Steering Committee*

Prepared By:



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Greenway:





## Acknowledgements

# Salem Main Street Renaissance Plan

Town of Salem, NY

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## Project Introduction

The Town of Salem is a rural area that offers expansive scenic landscapes and a town center that promotes a strong sense of community. The active Salem business community serves many of the needs of local consumers already and hopes to expand economic activity locally – particularly in the Main Street area of the former Village of Salem. As a result, the Town sought and received funding from the Hudson River Valley Greenway for a master plan for Main Street. This plan came to be known as the *Salem Main Street Renaissance Plan*.

The Town of Salem has undergone the first Main Street master planning process since the dissolution of the Village of Salem was completed in March 2016. Through public input and the assistance of consulting firm Barton & Loguidice, D.P.C. (B&L) and Washington County Economic Development, the Town's steering Committee has developed a vision for Salem's Main Street. The goal of the plan was two-fold:

- 1) To establish consensus on the vision for the Main Street area; and
- 2) To develop and prioritize a list of infrastructure and policy projects that will help achieve that vision.

The community driven process included monthly committee meetings to provide guidance to the consulting team, public information session to inform the public about the process, and a public workshop to seek public input from the community and ensure that concepts developed by the consulting team fit the vision of residents.

The Town of Salem has a rich history of agriculture, which has been the predominant industry for the Town since its settlement. Change often occurs slowly in Salem, particularly in regards to the built environment. Historical documents show that there are many buildings, houses, sites, cemeteries, and bridges remain that were constructed in the 19<sup>th</sup> century or earlier. Throughout Salem's history, the economy has been dependent on a wide array of employers. The Town of Salem is determined to breathe life back into the once vibrant Main Street – an area in dire need of improvement and investment. The lack of suitable infrastructure for business development has hindered the Town's growth and success. An important objective of the *Salem Main Street Renaissance Plan* is to incorporate changes that will foster economic development in the Town. The plan recommends ways to easily incorporate modern planning techniques, especially those that might encourage business retention and expansion.

The public was kept involved throughout the formation of this plan. The public information meeting and the public workshop were held at Proudfit Hall in the Bancroft Library community meeting space at the center of the study area on Main Street. These meetings were held in the evenings and were open to any member of the community willing to participate. During the public information meeting the public was asked to present feedback on pre-prepared streetscape designs. The initial feedback was used to shape the designs to reflect community vision and was

later validated at the public workshop. The public workshop was intended to encourage the community to validate the vision statement developed by the steering committee and the consulting team as well as undergo a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the project area.

This document represents the results of research and community involvement conducted to date to develop the *Salem Main Street Renaissance Plan*. The report describes the methodology and public participation that went into developing the plan, geography and history of the Town of Salem, demographic and economic characteristics, land use and zoning analysis, preliminary streetscape designs considerations, concept plans, and plan implementation priority project matrix and implementation techniques.

This plan was developed in order to establish a guide for improvements to be made on Main Street. The plan identifies planning, civic infrastructure, building stock, and economic development opportunities that will help Salem's Main Street area capitalize on local assets. The methodology and public participation summary explain how the Steering Committee, community, and consultants shaped the vision for a revitalized Main Street.

The demographic and economic characteristics and land use and zoning analysis sections provide a comprehensive source of information to assist in obtaining an adequate understanding of the Town, their residents, and their resources. It is designed to serve as a basis for developing community goals, objectives, strategies, and policies for the future of Salem's Main Street area.

The preliminary streetscape design considerations and concept plans were developed through a collaboration of the consulting team and those who participated in the public workshops held throughout the planning process. The plan implementation priority project matrix and implementation techniques will assist the Town in achieving the vision and goals of the *Main Street Renaissance Plan* following the conclusion of the planning process.

## Project Methodology

The Steering Committee and B&L created a project scope to develop the *Salem Main Street Renaissance Plan* in a way that would identify priority projects and streetscape design recommendations that will encourage economic and social vitality along Main Street. The projects and recommendations have been vetted through public forums so that they may be used to support future implementation funding applications.

The project Steering Committee and B&L participated in three video conference meetings before the development of the draft plan. A kick-off meeting was held in June 2016 for the project team (B&L and the Steering Committee) to review protocols, the project timeline and scope, and identify deliverables. Subsequent to the kick-off meeting, B&L conducted site visit of the Main Street study area, guided through the lens of opportunities and concerns provided by the Steering Committee. Another Committee Meeting was held in late July 2016 in between the Public

Information Meeting and Public Workshop while another Committee Meeting was held in late August 2016 following the Public Workshop.

Following the completion of the draft *Salem Main Street Renaissance Plan* another Committee Meeting was held via video conference to review the draft document and look for consistency between the document and public feedback. B&L staff presented the final *Salem Main Street Renaissance Plan* to the Town Board, including the revisions and suggestions made by the project Steering Committee, later in fall 2016.

## Public Participation Summary

The development of this plan is the result of a community driven process. The Steering Committee guided the process, bringing to light opportunities and constraints for development in the project area. Local knowledge obtained through Steering Committee meetings informed the B&L team as they conducted analysis and developed design scenarios, adding in suggestions based in their professional experience. Furthermore, the course charted by the Steering Committee and B&L was vetted at the Public Meetings held in July and August 2016.

Based on the field visit and the concerns of the Steering Committee, infrastructure improvements and business development projects were identified for the Main Street project area and presented in graphical form at the Public Information Meeting held in July 2016. The project team reviewed existing land uses and the Town Zoning Code and related local laws to better understand the community development and regulatory framework that may be impacting the Main Street business district.

The Steering Committee's top priority improvement, as echoed by the community, is the need for a municipal sewer system to support business retention and growth. Currently, private septic systems are pushing up against maximum capacity along Main Street and Broadway due to small lot sizes and a high concentration of septic fields. As a result, business users have difficulty meeting health and building regulations, thus stymieing economic growth opportunities.

In summer 2016, the Town submitted an application to the NYS Department of Environmental Conservation (DEC) and NYS Environmental Facilities Corporation (EFC) seeking funding for a centralized sewer system feasibility study. The application was submitted under the Wastewater Engineering and Planning Grant Program. It was recently announced in December 2016 that the Town was not awarded the requested funding.

In addition to sewer infrastructure, parking capacity was identified as a priority for existing businesses while the committee also sought insight into the types of demand for goods and services that could be expected to emanate as a result of the rail trail establishment. B&L conducted a parking inventory for the project area, by calculating total available space and estimated average utilization over the past 21 years using past imagery of the project area.

In August 2016, the information and analysis gathered was presented at a Public Workshop held at Proudfit Hall. The general public was invited to attend and was able to provide their input on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) in Salem. The results of this analysis were compiled and constructed into priority projects for the plan. Input from the public at the workshop was also obtained via conversation with B&L staff and/or members of the Steering Committee, feedback written on comments forms, and validation of the draft streetscape designs using sticky note comments and positive and negative feedback stickers.

B&L staff presented the final *Salem Main Street Renaissance Plan* to the Town Board to close out the project, providing a final opportunity for public input.

## Community Overview

This section will provide detail about the Main Street project area, the geography and history of the Town in a regional and local setting, demographic and economic characteristics, analysis of existing land use and zoning, as well as identification of barriers to development along Main Street.

The Main Street project study area was defined originally by the B&L project team. The study area was then expanded following the first Committee meeting and again expanded following the Public Information Meeting. This collaboration allowed for technical experts, community officials, business owners, and the general public to all have a hand in determining what area would be targeted for revitalization. The project area includes portions of both Main Street and Broadway, at the intersections of Main Street and Archibald Street and extending north to the intersection of Main Street and Thomas Street. The study area also includes the area from the intersection of Broadway and Cary Lane and extends east to the intersection of Broadway and Warren Street. This area encompasses the major economic, social, and cultural activity generators in the former Village.

The Main Street corridor was selected by the Town because of its existing business and housing stock. Main Street is located in the geographic center of the Town and the project area is a well-defined center of economic and community activity.

## Geography and Natural Features

The Town of Salem is located in Washington County, New York. The Town is situated in the Upper Hudson drainage basin, with the Battenkill River serving as a gathering basin for the township. The boundaries of the Town are made up of the Battenkill River and the Town of Jackson to the south and southwest, the Vermont border to the east, the Town of Hebron to the north and the Town of Greenwich to the west. The Town's land use is dominated by residential uses with a total of 1,328 total occupied housing units. 13.0% of these units are unoccupied. According to the 2007 Census of Agriculture, there were 81 farms in Salem; the vast majority of

which are greater than 50 acres but less than 1000 acres. Industrial uses within the Town are limited. Commercial uses are concentrated largely in the center of the Town, centering on the intersection between Main Street and Broadway.

## History

The Town of Salem has a rich history. According to the 1997 Town of Salem Comprehensive Plan, present day Salem was originally used as a hunting ground for the Mohican, and later the Sturbridge Native Americans. Their hunting practices included burning off scrub and underbrush to provide pastures for the game that they would later hunt. These techniques resulted in the absence of dense forest which lured the first European settlers of Salem to the area. The Scotch-Irish were the first group of European immigrants to settle the area in the mid-1700s. A cemetery on Archibald Street with gravestones dating from the Revolutionary War era bears reference to the community's significance during this time.

Agriculture has always been an important aspect of life in Salem, and has been the predominant industry for the Town since its settlement. There have not been any drastic changes made to Salem since its initial founding. According to the 1997 Town of Salem Comprehensive Plan there are many historical documents showing that buildings, houses, sites, cemeteries, and bridges remain that date back to the early 1800s and even to the Revolutionary War period. More historical documentation of these structures can be found in the Town inventories of historical structures, located in Bancroft Library.

Notable employers in Salem's history include Manhattan Shirt Co., the logging industry, Shushan Bent Wood Company, and small dairy farms.

In 2014, the community voted to consolidate Village government functions into those of the Town. The dissolution of the Village of Salem was completed in March 2016.

## Demographic and Economic Characteristics

This section of the plan utilizes data to expose trends and patterns regarding changes and make up of key characteristics in Salem. The conclusions drawn from these data allow for meaningful analysis of the Town's population, education attainment, employment status, occupation, commute patterns, and income. These characteristics will provide context for the changes that have occurred over time as well as draw attention to issues that Salem may face in the future. All data used in this analysis were collected by the US Census Bureau in the nationwide census collected every year or using the most recent figures estimated by the American Community Survey (ACS).

## Population Statistics and Trends

According to the 2010 U.S. Census there are 2,717 residents within the 52.5 square mile area that encompasses the Town of Salem. It is important to note that historical figures for the Town include those of the Village. Table 1 shows a summary of municipal characteristics.

Characteristic	Town of Salem
Population (2010 Census)	2,717
Land Area (square miles)	52.5
Population per square mile	51.85
Households (2010 Census)	1,141
Median Household Income (2010 Census)	\$48,947

*Source: US Census 2010*

Since the 1980 Census, the population of the Town has grown by 13.9%. Table 2 shows a breakdown of these trends by each census year since 1980. The table also shows population trends by the Town and the County.

Jurisdiction	1980	1990	2000	2010	2014	Change since 1980	Change since 2000
Town of Salem	2,377	2,608	2,702	2,717	2,708	13.9%	0.2%
Washington County	54,795	59,330	61,042	63,088	62,910	14.8%	3.1%

*Source: US Census Bureau*

The data in Table 2 shows that population in both the Town and County rose between 1980 and 2000, but has largely stagnated since then.

The median age of residents in the Town is 47 years old. This is slightly higher than the countywide median age of 43 years old and the statewide median age of 38 years old. This shows that on average residents of Salem are older than that of the County and State. The largest segment of the population is the ages of 60+ (25.9%) cohort. The next largest cohort is ages 10-19 representing 12.9% of residents. These data also reflect that of both Washington County and statewide data. Issues related to age can also be understood through the age dependency ratio. This figure compares how many residents are no longer in the workforce or who are too young to be in the workforce with the amount of residents participating in the workforce. In Salem, there are 70.9% residents who are dependent on the remaining 29.1% of the population.

Table 3 shows educational attainment data of the population above the age of 25, comparing the Town, Washington County, and New York State.

Table 3: Educational Attainment (Age 25+)

Education Level	Town of Salem		Washington County		New York State	
	Total	%	Total	%	Total	%
Less than 9 <sup>th</sup> grade	112	4.16%	2,104	4.80%	--	--
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	194	7.21%	4,033	9.21%	1,879,563	14.32%
High School Graduate	901	33.47%	18,412	42.04%	3,511,642	26.76%
Some college, no degree	560	20.80%	7,497	17.12%	3,265,223	24.88%
Associate's Degree	332	12.33%	4,384	10.01%	--	--
Bachelor's Degree	310	11.52%	4,165	9.50%	4,468,204	34.04%
Graduate or Professional Degree	283	10.51%	3,200	7.30%	--	--
Total	2,692	100%	43,795	100%	13,124,632	100%

Source: US Census 2010

Comparing the data show that the Town has higher levels of educational attainment than the County. Data collected from New York State differs slightly, making it more challenging to make a comparison. However, the percentage of the population who has obtained a Bachelor's Degree or higher is much larger on a statewide basis than that of the County or the Town.

The Town has lower rates of those who have not graduated high school and those who have not gone on to pursue higher levels of education after high school than the County. The Town also has higher rates of residents going on to pursue higher levels of education than the County at every level.

### Economic Statistics and Trends

Table 4 shows the employment status of resident in the Town. Data for Washington County and the State of New York has been provided in order to put Salem's trends into context.

Table 4: Employment Status

Employment Characteristic	Town of Salem		Washington County		New York State	
	Total	%	Total	%	Total	%
In the Labor Force	1,866	63.93%	31,563	61.01%	10,054,448	63.50%
Employed civilian population (16+)	1,731	92.77%	28,439	90.10%	9,137,540	90.88%
Unemployed civilian population (16+)	118	6.32%	3,097	9.81%	893,092	8.88%
Armed Forces	17	0.91%	27	0.09%	23,816	0.24%
Not in Labor Force	1,053	36.07%	20,173	38.99%	5,778,295	57.47%
Total Population 16+	2,919	100%	51,736	100%	15,832,743	100%

Source: American Community Survey 5-year estimates, 2014

The Town of Salem, Washington County and New York State have consistent workforce participation figures. The Town of Salem had a lower unemployment rate (4.04%) in 2014 than

that of Washington County (6.00%) and of the State (8.88%). It is important to note that these figures were collected from the 2014 ACS, unemployment data is typically updated on a monthly basis.

The largest employment sector in the Town is the service related industries; the service sector is comprised of education, health, and social services. This sector employs over 23% of residents. Construction and retail trade make up the second and third largest sectors employing 13.09% and 12.94% of the population respectively. Table 5 lists the occupation types for residents by category within the Town, and compares the data to that of Washington County.

Industrial Classification	Town of Salem		Washington County		New York State	
	Total	%	Total	%	Total	%
Management, business, science, and arts	528	27.22%	8,045	27.75%	3,553,845	38.89%
Service	338	17.42%	5,250	18.10%	1,850,031	20.25%
Sales and office	416	21.44%	6,597	22.75%	2,194,062	24.01%
Natural resources, construction, and maintenance	283	14.59%	3,739	12.90%	669,274	7.32%
Production, transportation, and material moving	375	19.33%	5,360	18.50%	870,319	9.52%
Total	1,940	100%	28,991	100%	9,137,540	100%

Source: US Census 2010

The top three (3) occupation types among working residents in 2010 were management/professional employing 27.22% of residents, sales/office occupations employing 21.44% of residents, and jobs related to production, transportation, and material employing 19.33% of working residents. Employment trends in Salem also reflect those of Washington County. The County's top two occupation types are the management/professional and sales/office occupations. The Town of Salem and Washington County figures differ greatly from the New York State data. Production, Transportation, and Material Moving, and Natural Resources, Construction, and Maintenance professions are far more common in the Town and County than they are in the State. To the contrary, Management, Business, Science, and Art, Services, and Sales and Office professions are more common in the State as a whole than they are in the Town or the County. This shows that residents of Salem and Washington County are participating in occupations that are very different than residents of the rest of the State.

Table 6 shows the number of residents that are making a daily commute to work, and what mode of transportation they are using to get there.

Table 6: Resident Commutes

	Town of Salem	Washington County	New York State
Workers 16 years and over	-	-	-
Car, Truck, or Van – Drove Alone	77.17%	79.60%	53.60%
Car, Truck, or Van – Carpooled	4.79%	12.10%	6.80%
Public Transportation (excluding taxicab)	0.57%	0.40%	27.40%
Walked	10.00%	2.90%	6.40%
Other Means	2.29%	0.80%	0.60%
Worked at Home	5.16%	4.20%	3.90%
Mean Travel Time (Minutes)	29.3	27	31.9

*Source: US Census 2010*

Table 6 shows that the majority of residents in Salem are commuting alone by automobile, which includes car, truck, or van, this trend is the same for the County as well. Walking to work is the second most popular mode of transportation in the Town. The Town has 10% of residents utilizing walking, while the County has only 2.90% of residents walking to work. Commute time in the Town are slightly higher than those of the County. Mean travel time for the Town is 29.3 minutes, while the County's mean time is 27 minutes and the State's is 31.9 minutes. This table also shows that there were a larger number of residents who worked from home in the Town than there are in the County or State.

Income of residents is shown in Table 7 and compares Town data to that of the County and State.

Table 7: Income

Income Bracket / Characteristic	Town of Salem		Washington County		New York State	
	Total	%	Total	%	Total	%
Less than \$15,000	127	7.36%	3,050	12.40%	-	13.00%
\$15,000 - \$24,999	242	14.02%	2,753	11.20%	-	9.90%
\$25,000 - \$34,999	270	15.64%	2,811	11.40%	-	9.00%
\$35,000 - \$49,999	278	16.10%	4,012	16.30%	-	11.80%
\$50,000 - \$74,999	316	18.30%	5,557	22.60%	-	16.40%
\$75,000 - \$99,999	260	15.00%	3,304	13.40%	-	12.00%
\$100,000 - \$149,999	173	10.02%	2,283	9.30%	-	14.30%
\$150,000 or more	60	3.05%	833	3.40%	-	13.60%
Households	1,726	100%	24,603	100%	7,255,528	100%
Median Household Income (MHI) - 2014	\$43,697	-	\$48,327	-	\$58,687	-
Median Family Income (MFI) - 2014	\$58,518	-	\$57,360	-	\$71,419	-

*Source: American Community Survey, 2014*

Table 7 shows that the Median Household Income (MHI) of \$43,697 in the Town of Salem was lower than the MHI of Washington County (\$48,327) and lower than the MHI of the State (\$58,687). The table also shows that the largest portion of residents of Salem, Washington

County, and the State make between \$50,000 and \$74,999 per year. When comparing Median Family Income (MFI) of residents in Salem to that of the County and State, families in Salem earn more than families in the County and less than families in the State.

### Land Use and Zoning Analysis

Land Use and Zoning analyses are useful tools for understanding what kinds of activities exist within the project area and what kinds of activities are permitted within the project area. The next sections are dedicated to exploring existing uses and existing zoning. These analyses will allow for informed recommendations to be made regarding potential changes to zoning regulations.

#### *Existing Land Use*

According to data obtained through the Washington County Planning Department, the Main Street Project Area is home to a wide array of land uses; these uses include agricultural, residential, commercial, recreation, community services, industrial, public services, and vacant land. The mix of uses that can be found along Main Street and Broadway are typical for municipal centers such as the Main Street corridor. The Land Use Map – located following this section – shows that the project area is predominately residential and commercial.

To improve the clarity of the analysis the project area has been broken into four distinct segments; (1) Main Street from Vale Street southward to Broadway, (2) Main Street from Broadway to southward Archibald Street, (3) Broadway from Archibald eastward to Main Street, and (4) Broadway from Main Street eastward to Cato Street (at the Historic Salem Courthouse).

#### *(1) Main Street: Vale Street to Broadway*

The land use along Main Street between Vale Street and Broadway is dominated by commercial uses. These uses include:

- Gas station and convenience store,
- Auto Parts Store;
- Banks;
- Corner Store;
- Fabric and upholstery store;
- Art Gallery;
- Tavern; and
- Restaurant.

#### *(2) Main Street: Broadway to Archibald Street*

Uses along Main Street from Broadway to Archibald Street are dominated by residential units. In many cases, the homes in this area express unique and historic architectural elements that have been well preserved.

Other uses along this stretch of Main Street include:

- Bancroft Public Library;
- Fire Department;
- Automotive garages; and
- The former “Shirt Shop” building.

Located just outside the project area is the historic Revolutionary War Cemetery.

### *(3) Broadway: Archibald to Main Street*

The area between Archibald Street to Main Street along Broadway is predominately made up of community services. These services include:

- Bancroft Public Library;
- US Post Office; and
- Churches.

The Salem Art Works is located just outside of the formal project area off of Broadway on Carey Lane.

### *(4) Broadway: Main Street to Cato Street*

Uses on Broadway from Main Street to Cato Street also include many community services. These uses include:

- Churches;
- Fort Salem Theater;
- Salem Central School;
- Funeral Parlor; and
- The Historic Salem Courthouse.

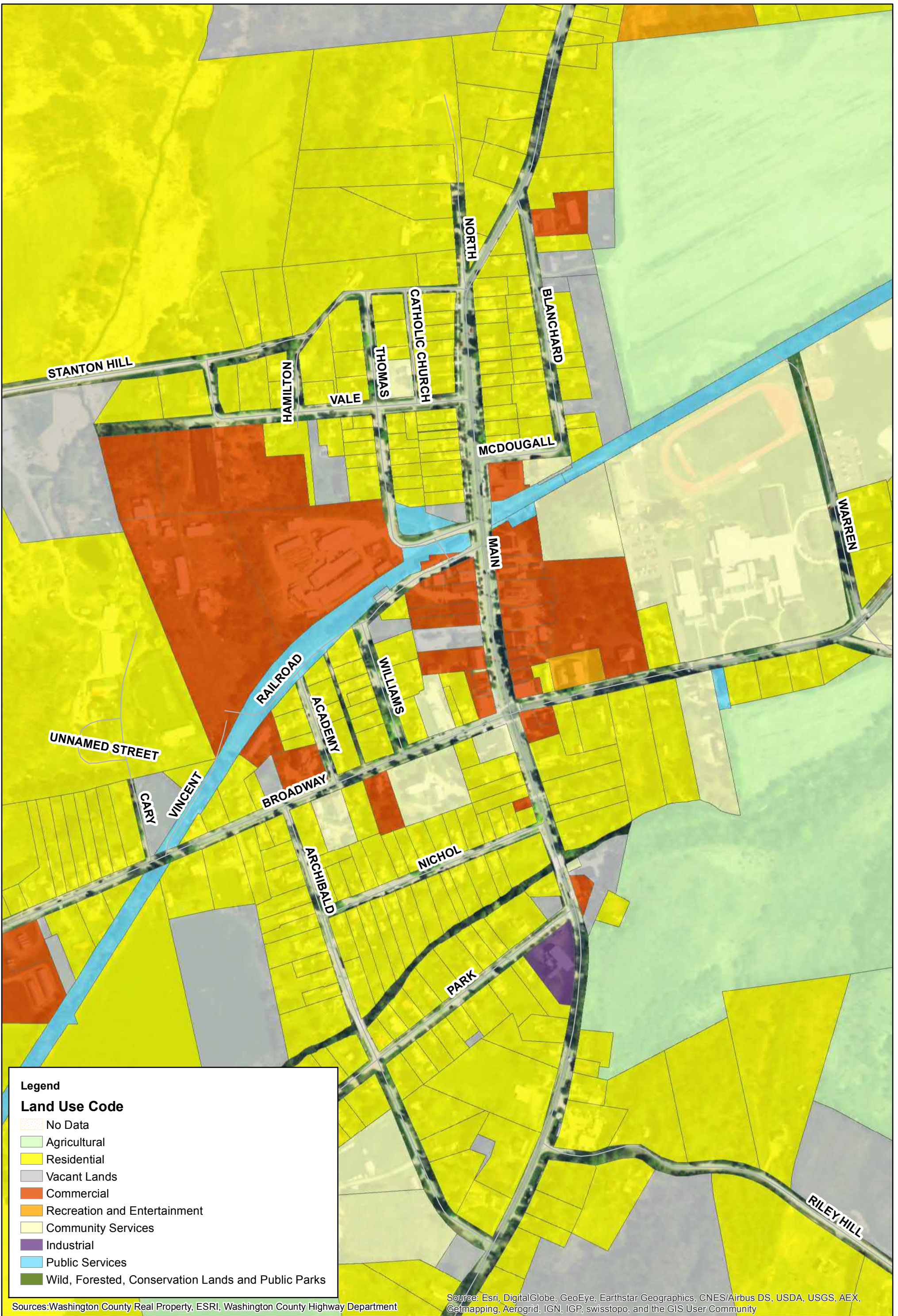
The Land Use Map can be found on page 12.

While the land use classification data is inherently slightly dated, the Steering Committee provided a list of existing businesses in the Main Street corridor – current as of fall 2016. The list is as follows:

Nu You Hair Salon	Salem Community Fellowship Church	Salem Tavern	Quilting Beaver	Glens Falls National Bank
TD Bank	Pat's Diner	Salem Health Center	Pure n' Simple Soaps	Laura's Garden and Flower Shop
Salem Hardware	Blind Buck Interiors	North Main Art Gallery	Round Bale Coop	Don McPhee Attorney
Faerydale Consignments	Steininger's Restaurant	NAPA Auto	Lisa's County Gifts	Jacko's Corner Shoppe
Brooklyn Marie's Italian Corner	Bancroft Library	Farm Insurance Company	Nancy Budde Financial Advisor	Matthews Automotive

As can be observed in the list above, the commercial uses on Main Street are already quite diverse even with existing infrastructure limitations. Categorically speaking, businesses on Main Street – within the study area – can be grouped as follows:

- |                                     |   |
|-------------------------------------|---|
| - Two (2) auto repair businesses    | - One (1) legal services firm                     |
| - One (1) religious organization    | - Three (3) financial services firms/institutions |
| - One (1) library                   | - Two (2) personal services firms                 |
| - One (1) medical services facility | - Ten (10) retail stores                          |
| - Four (4) restaurants/diners       |   |



**Legend**

**Land Use Code**

- No Data
- Agricultural
- Residential
- Vacant Lands
- Commercial
- Recreation and Entertainment
- Community Services
- Industrial
- Public Services
- Wild, Forested, Conservation Lands and Public Parks

Sources: Washington County Real Property, ESRI, Washington County Highway Department

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community



1 inch = 333 feet

### *Existing Zoning Regulations*

The Town Zoning Code was last comprehensively updated in 2016 to reflect the dissolution of the Village within the Town. The Town of Salem uses eight different zones: Agricultural, Residential (by density), Commercial, Industrial, Floodway, Floodplain, and areas with No Zones. However, only four of these zones are represented in the project study area. These four areas include the Commercial, High Density Residential, Medium Density Residential, and the Floodplain Districts.

Salem's zoning code, like many municipalities, divides district boundaries at the street centerlines. Such regulatory boundaries often have the effect of dividing the character of the neighborhood and setting up use conflicts on opposing sides of the street.

### *Commercial District*

The areas of Main Street and Broadway located within the study area are primarily zoned Commercial. The following uses are permissible within this zone:

- Mixed-use
- Offices
- Retail business
- Personal services
- Restaurants
- Banks
- Tourist accommodations
- Public facilities
- Apartments

Special Uses permitted in this district include motor vehicle repair and service facilities, motor vehicle sales, and research facilities.

The minimum lots size in this district is 5,000 square feet, the lot must also be 50 feet wide. There is a maximum of 65% of the lot that can be covered and a maximum height of 50 feet within this district.

The Commercial District is well suited for this area of Main Street. The ability for development to include businesses, restaurants, and mixed-use development will allow for a variety of uses to occur within the most concentrated part of the Town. The maximum lot coverage for these lots is set at 65%. This may not be enough in order to give Main Street businesses a strong presence along the sidewalks and consideration to increase this may be needed.

### *High Density Residential District*

Immediately surrounding the Commercial district are three distinct segments of the High Density Residential District. The following uses are permissible within this zone:

- One-and two-family dwellings
- Religious Institutions
- Public schools, libraries, public parks, and playground
- Hospitals and clinics
- Nursing, convalescent, and group homes
- Home occupations
- Essential services
- Accessory buildings

Special Uses permitted in this district include multi-family dwellings and tourist accommodations.

The minimum lot size in this district is 10,000 square feet, the lot must also be 100 feet wide. There is a maximum of 60% of the lot that can be covered and a maximum height of 50 feet within this district.

The High Density Residential District does not allow for mixed-use development within this zone, but it encourages high density. This may not allow for residents in these areas to be able to easily access the goods and services they desire.

### *Medium Density Residential District*

The Medium Density Residential District makes up the northern and southern most portions of the project area. The following uses are permissible within this zone:

- One- and two-family dwellings
- Nursing, convalescent, and group homes
- Home occupations
- Accessory buildings

Special Uses permitted in this district include multi-family dwellings and tourist accommodations as well.

The minimum lot size in this district is 20,000 square feet, the lot must also be 100 feet wide. There is a maximum of 30% of the lot that can be covered and a maximum height of 30 feet within this district.

### *Floodplain District*

The final zone represented in the project study area is the Floodplain District. This district surrounds the White Creek, which flows east to west through the southeastern portion of the project area. This district is unique to the Town of Salem. Conventionally, these zoning districts are used in the zoning regulations as an overlay district rather than a standalone district. The following uses are permissible within this zone:

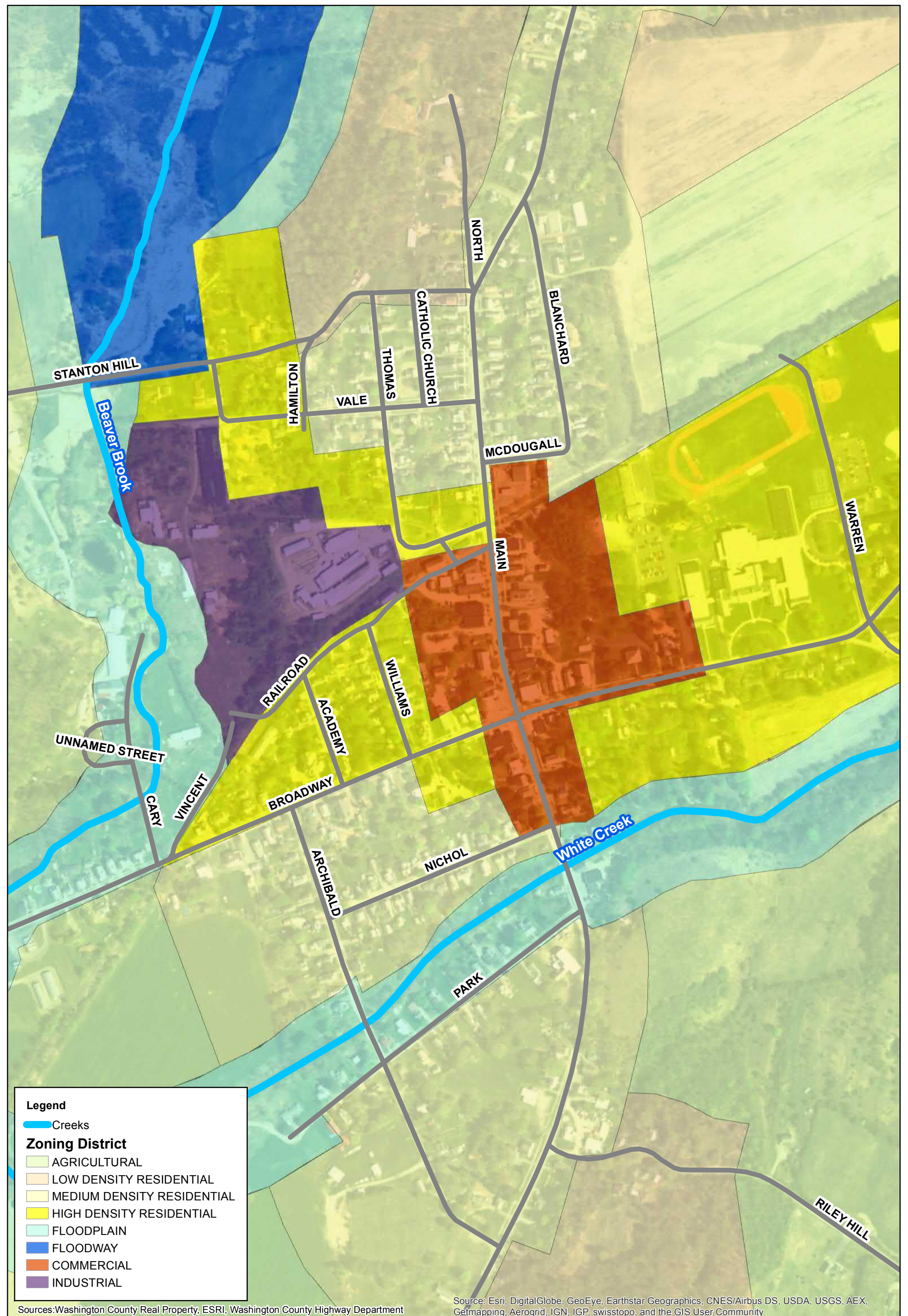
- One- and two-family dwellings
- Nursing, convalescent, and group homes
- Home occupations
- Accessory buildings
- Multi-Family dwellings
- Tourist accommodations

The minimum lots size in this district is 3 acres, the lot must also be 200 feet wide. There is a maximum of 10% of the lot that can be covered and a maximum height of 30 feet within this district.

Special Uses permitted in this district are subject to meet more stringent standards than that of other districts. These regulations include:

- New or replacement water supply systems shall be so designed as to minimize or eliminate infiltration of flood waters into the systems and discharge from the systems into flood waters.
- On-site waste disposal systems shall be located so as to avoid impairment or contamination from the systems during flooding.
- Residential structures shall have the lowest habitable floor elevated to at least one foot above the 100-year flood.
- In addition to the above, any such use shall meet the following requirements:
  - Such use shall include flood-proofing measures consistent with the flood protection elevation and associated flood factors for the particular area in which construction is to take place; or
  - Any structure built on pilings shall be constructed with the lowest floor elevated to at least one foot above the 100-year level; or
  - Any structure built on solid fill shall be constructed at an elevation of the 100-year flood level with the lowest floor elevated to at least one foot above the 100-year level.

The floodplain district is a unique addition to the zoning code and the uses permitted in this mirror the uses permitted in neighboring districts. This will encourage a seamless transition between districts and give the neighborhood a cohesive feel. The attention that this district gives to potential flooding issues shows that the Town is being proactive when protecting their natural resources as well as property of landowners.



**Legend**

- Creeks
- Zoning District**
- AGRICULTURAL
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- FLOODPLAIN
- FLOODWAY
- COMMERCIAL
- INDUSTRIAL

Sources: Washington County Real Property, ESRI, Washington County Highway Department

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community



1 inch = 333 feet

Town of Salem

**Salem Main Street - Zoning Map**

Washington County      October 2016      New York

Figure  
3  
Project  
No.  
1885.001

## Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The Strengths, Weaknesses, Opportunities, and Threats analysis, or “SWOT” analysis was conducted by the consulting team during the August 2016 Public Workshop. The public was invited to attend the Public Workshop held at Proudfit Hall. Those who were in attendance were divided into two groups. Within the groups the attendees were presented with several examples of Strengths, Weaknesses, Opportunities, and Threats to the project area (these examples were created by the consulting team using the feedback from the Public Information Meeting held in July of 2016).

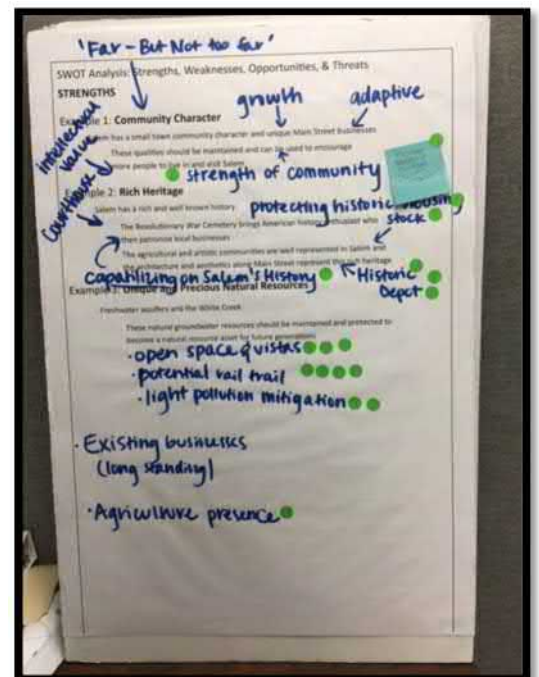
The consulting team engaged in discussion with each of the groups, recording the comments and concerns addressed by participants. Immediately following the exercise, participants were provided with sticky notes, pens, and colored dots (green to connote reinforcement of ideas recorded, red to connote a disagreement with the statement or idea). Participants were asked to use these tools to provide the consulting team with additional comments, ideas, and suggestions to be incorporated into the analysis and ultimately the plan recommendations.

The results of the Strengths, Weaknesses, Opportunities, and Threats Analysis can be found in the following sections.

### Strengths

Participants in the exercise identified the following as strengths to Salem’s Main Street corridor:

- Community Character/Strength of Community
  - Salem has a small town community character and unique Main Street businesses
- Surrounding Natural Resources
  - Freshwater aquifers and the White Creek - These natural groundwater resources should be maintained and protected to become a natural resource asset for future generation
- Rich Heritage (library, historic depot, historic housing stock, and courthouse)
  - The Revolutionary War Cemetery brings American history enthusiast who then patronize local businesses
  - The agricultural and artistic communities are well represented in Salem and the architecture and aesthetics along Main Street represent this rich heritage
- Size and Location of Community
- Unique Business Attractions



SWOT Analysis - Strengths:  
From August 16 Public Workshop

Participants also identified open space, scenic vistas, presence of agriculture and the intellectual value of members in the community as strengths of Salem.

## Weaknesses

The participants identified the following weaknesses:

- Lack of sewer and bike-able infrastructure, pharmacy, and local grocer
- Unoccupied homes and storefronts
- Poor visibility of storefronts
  - Maintenance of street trees is needed
- Municipal Finances/Tax Base
- Lack of police presence and pedestrian safety
  - Speeding along NY-22 leaves pedestrians, as well as other motorists, vulnerable
- Lack of connectivity in surrounding areas
- Lack of/inaccessible parking – especially handicapped parking
  - Parking areas need more signage and maintenance of foliage

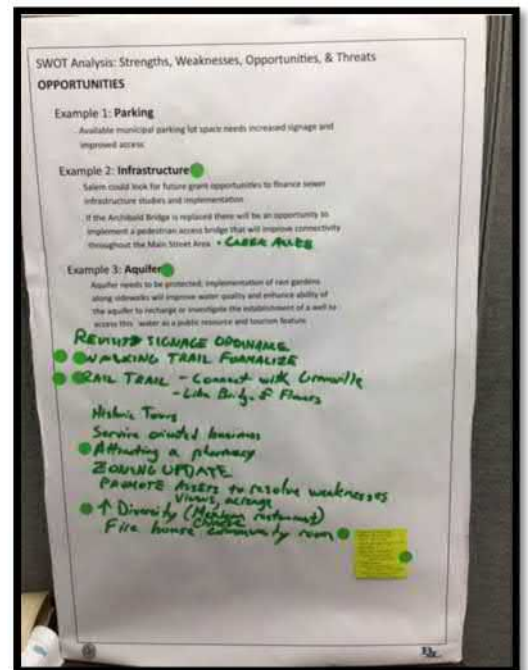
Other comments that arose during the exercise include:

- Lack of youth recreational opportunities
- Improvements should be made to the Town website
- Many residents of the Town are not coming into the town center for shopping, dining, or recreation – these people need to be attracted to the Town Center
- Main Street (Rt. 22) is too wide
- Lack of fitness center within the Town

## Opportunities

The following opportunities were identified during the SWOT Analysis:

- Space along Main St. should be utilized for parking
  - Available municipal parking lot space needs increased signage and improved access
- Historic, Agricultural, and Artistic heritage and assets should be celebrated and capitalized through a festival or celebratory event
- Historic Walking tour of Town should be enhanced
- Public recreation should be enhanced – Little League fields should return to Salem
- Zoning Update - Signage Ordinance should be revisited and façade guidelines should be made
- Attract a diverse range of restaurants, services and businesses



**SWOT Analysis - Opportunities  
From August 16 Public Workshop**

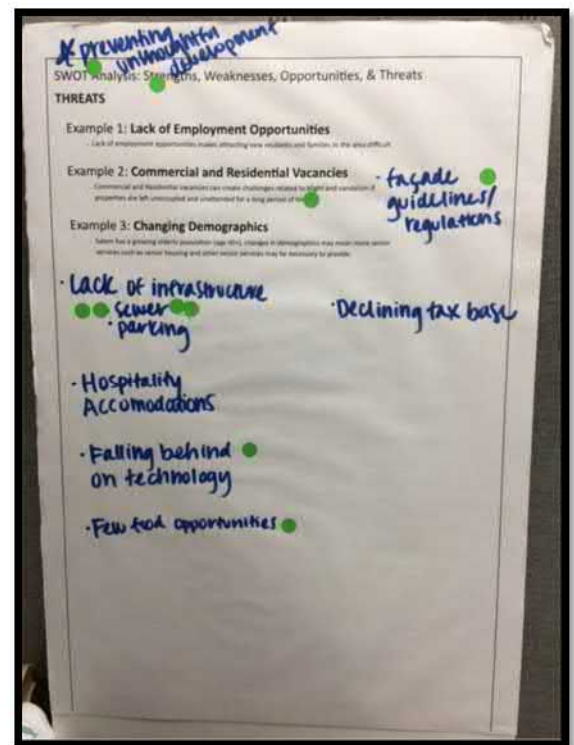
- Sewer and pedestrian infrastructure improvements should be made
  - Salem could look for future grant opportunities to finance sewer infrastructure studies and implementation
  - If the Archibald Bridge is replaced there will be an opportunity to implement a pedestrian access bridge that will improve connectivity throughout the Main Street Area

Other Comments addressed by participants include a desire to restore Bancroft Library, implement a rail trail (or walking trail/fitness trail), increase the number of community events (the carnival lot could be better utilized), and the aquifer should be protected.

## Threats

- Lack of employment opportunities
  - Lack of employment opportunities makes attracting new residents and families to the area difficult
- Unthoughtful development
- Commercial and residential vacancies
  - Commercial and Residential vacancies can create challenges related to blight and vandalism if properties are left unoccupied and unattended for a long period of time
- Lack of hospitality and tourism accommodations should be addressed
- The Town is falling behind on technology – internet and cell phone accessibility
- Changing Demographics
  - Salem has a growing elderly population (age 60+), changes in demographics may mean more senior services such as senior housing and other senior services may be necessary to provide
  - Aging population should be taken care of – senior services (senior housing)

Participants also identified that the Main Street corridor is lacking major retailers, school district number are down, and youth are not staying in the community.



**SWOT Analysis – Threats  
From August 16 Public Workshop**

## Preliminary Streetscape Design Considerations

The Main Street corridor area of Salem is blessed with the framework of a traditional, 'New England' town center streetscape – complete with building facades that harken back to the 1800s and Revolutionary War era before it. A prevalence of 19<sup>th</sup>-century architecture remains intact within the study area and, in many ways, leaves a striking impression on visitors to Salem. The setting provided by these structures as both function and form is a tremendous asset that the Town can build on in encouraging economic development and community revitalization. However, other elements of the Main Street streetscape also merit discussion and consideration for improvement.

Superimposed on this street character is NY-22 which, as a significant freight truck route, utilizes former angled parking spaces on Main Street for enhanced shoulder width.

Reducing this travel-way width would go a long way toward re-establishing a pedestrian scale on Main Street and could simultaneously improve storefront parking capacity by allowing for angled parking on one side. This priority project is listed on the Priority Project Matrix on page 32.

In addition to the NY-22 "road diet", the following streetscape elements are discussed with "best practices" recommendations in mind. The Town, as well as Main Street and Broadway property owners and business owners, may use these best practices recommendations when larger scale road projects are being undertaken or when funding allows. These design considerations can be incorporated into future streetscape improvement projects, capital improvement budgets, building codes, and grant applications.

### Sidewalks

The following general guidance is suggested for sidewalks:

- Sidewalks should be concrete providing a clear contrast to asphalt pavement identifying pedestrian paths and driveway crossings.
- Minimum width should be 5 feet, where possible.
- Maximum gradient should be 5% and minimum cross slope should be 2% (0.25 inches per foot).
- Sidewalk rehabilitation projects should include compliance with ADA accessibility guidelines and NYS DOT Standards for flush curbs, curb ramps, and detectable warning strips.

### Crosswalks

Several systems exist to delineate crosswalks on streets. Painted systems are sufficient. However, they quickly fade and need to be regularly repainted. Alternative approaches to crosswalks are listed in the table on the following page.

Table 8: Visible Crosswalk Examples	
<i>Street Print</i>	
<u>Analysis</u>	<u>Photo</u>
<p><b>Pro:</b> Easy to install and repair. Inexpensive, flexible solution can be tailored to local design vocabulary, can include graphics and logos.</p> <p><b>Con:</b> Color wears unevenly and must be reapplied every few years depending on traffic volumes.</p> <p>Cost: \$6.75 per Sq. Ft. (DOT)</p>	 <p style="text-align: center;"><b>Street print Crosswalk, California</b></p>
<i>DuraTherm</i>	
<p><b>Pro:</b> Easy to install and durable, long wearing regardless of volumes. Surface has a friction coating. Somewhat flexible solution can be tailored to local design vocabulary, can include graphics and logos.</p> <p><b>Con:</b> Limited color selection for grid and must be completely replaced for repairs.</p> <p>Cost: \$10 – 18 per Sq. Ft. (est.)</p>	 <p style="text-align: center;"><b>DuraTherm Grid Incorporating a Town Logo into Crosswalk.</b></p>
<i>Pavers</i>	
<p><b>Pro:</b> Extreme durability and flexibility in design.</p> <p><b>Con:</b> Need for constant maintenance. Periodic removal and reinstallation required.</p> <p>Cost: \$35-75 per Sq. Ft.</p>	 <p style="text-align: center;"><b>Paver crosswalk with interlocking pavers to prevent shifting and breakage.</b></p>

## Parking

The majority of existing off-street parking in the Main Street area is private. However, the Town has approximately 176 public parking spaces available for residents and visitors to use. A parking analysis was done using Google Earth and Google Earth historic imagery.

The parking analysis focused on the corridor that makes up the *Salem Main Street Renaissance Plan* study area. The parking analysis area included from east to west, the Fort Salem Theater to the Salem Post Office, and from north to south, Bancroft Public Library to Stewart's Shops. The parking analysis also included the municipal parking lot located on Main Street. The available parking spaces within this study area are as follows:

- 46 on-street spaces from Fort Salem Theater to the Post Office
- 92 on-street spaces from Bancroft Library to Stewart's
- 38 spaces available in the municipal lot

Imagery from May 1994, June 2006, May 2008, May 2009, October 2011, and May 2015 was reviewed to better understand how many of the available 176 spaces were used on average.

- An average of 4 spaces were used from Fort Salem Theater to the Post Office
- An average of 16 spaces were used from Bancroft Library to Stewart's
- An average of 2 spaces were used in the municipal lot

**Table 9: Parking Analysis Conditions**

Date	Day of the Week	Time of Day
May 5, 1994	Thursday	Evening
June 4, 2006	Sunday	Morning
May 23, 2008	Friday	Morning
May 3, 2009	Sunday	Morning
October 8, 2011	Saturday	Evening
May 5, 2015	Tuesday	Morning

It is important to note that these images were taken during the daytime – not typically the hours of peak usage of parking spaces within the study area. While there appears to be overall parking availability on average, parking spaces may not always be available where or when they are most needed. This data may be reflective of deficient signage, awareness, or parking requirements in municipal codes.

With the exception of the commercial districts, off-street parking spaces shall be provided in any district in accordance with the following specifications whenever any new use is established or existing use is enlarged. In the commercial districts, the parking requirements may be waived where it can be demonstrated that public on-street parking is available and adequate.

Table 10: Town of Salem Parking Regulations	
Use	Parking Spaces Required
Residential - One and Two-Family Dwellings	2 spaces per dwelling unit
Residential - Multifamily	2 spaces per dwelling unit
Mixed Use	1 for every 150 square feet of floor space plus 2 per dwelling unit
Mobile homes	2 per unit
Tourist accommodations	1 per guest room
Religious institution or school	1 per 2 seats in principal assembly room
Professional offices, business services, home occupations	1 for every 200 square feet of floor space
Retail businesses and personal service establishment	1 for every 150 square feet of floor space
Restaurants and eating establishments	1 for every 2 seats
Hospitals and clinics	1 for every 300 square feet of floor space
Nursing, convalescent and group homes	1 per 3 beds at design capacity
Motor vehicle repair service facility	3 per service bay
Industrial	1 per employee, based on the highest expected average employee occupancy
Research facilities	1 per employee, based on the highest expected average employee occupancy
Wholesale businesses	1 for every 1,000 square feet of floor space
Truck terminals	1 for every 3,000 square feet of floor space

*\*Source: Town of Salem Zoning Regulations*

There are changes that could be made to encourage residents and visitors to utilize parking in a manner that makes it more easily accessible for everyone. These provisions include angled parking, enhanced signage for existing parking areas, and loosening time restrictions on existing parking. These ideas have been represented in the concept plan located on pages 26-31.

### Street Trees

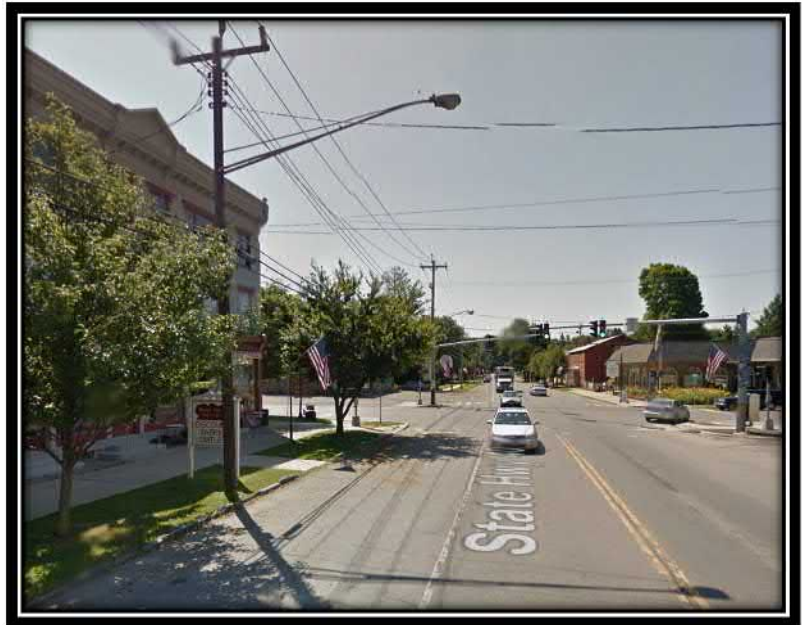
Trees make a significant positive impact in urban environments including greenhouse gas reduction, providing shade, and creating more visually appealing street corridors. However, street trees must undergo proper trimming and upkeep annually to ensure visibility of shops and to prevent trees from interfering with pedestrian walkways and parking areas. To ensure their survival, proper placement, and appropriate upkeep, general guidelines can be found in the appendix to this report.

## Street Lighting

- Ornamental street lights should be provided at a pedestrian scale within the Main Street Corridor area
- Fixtures with LED lamps focused on pedestrian spaces will help improve visibility and safety of storefronts, signage, and other pedestrian amenities



**Elaborate Victorian Period Lighting**



**Existing Standard Cobra-head Street Light Fixtures**



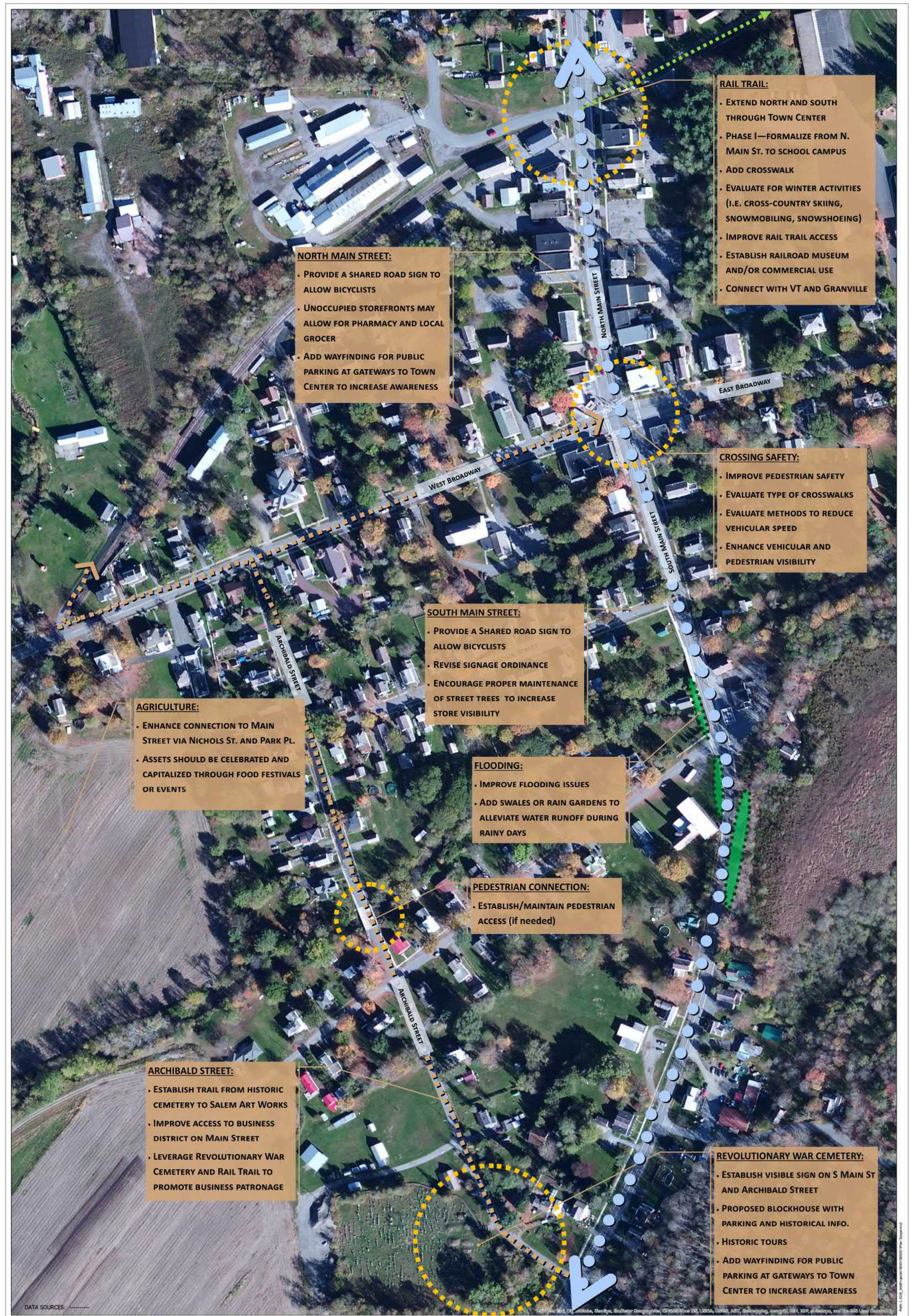
**Simple Globe-style Lighting**

## Concept Plans

Throughout the master planning process, concept plans were developed to help geographically frame priority projects as well as to respond to pertinent streetscape issues such as pedestrian safety, wayfinding, and stormwater management.

The following is a list of concept plans to be illustrated in this section:

- Overall Main Street Corridor Area Concept Plan
- Perspective #1 – South Main Street and Archibald Street
- Perspective #2 – Main Street and Broadway
- Perspective #3 – North Main Street and Railroad Street
- Perspective #4 – North Main Street and Thomas Street



**RAIL TRAIL:**

- EXTEND NORTH AND SOUTH THROUGH TOWN CENTER
- PHASE I—FORMALIZE FROM N. MAIN ST. TO SCHOOL CAMPUS
- ADD CROSSWALK
- EVALUATE FOR WINTER ACTIVITIES (I.E. CROSS-COUNTRY SKIING, SNOWMOBILING, SNOWSHOEING)
- IMPROVE RAIL TRAIL ACCESS
- ESTABLISH RAILROAD MUSEUM AND/OR COMMERCIAL USE
- CONNECT WITH VT AND GRANVILLE

**NORTH MAIN STREET:**

- PROVIDE A SHARED ROAD SIGN TO ALLOW BICYCLISTS
- UNOCCUPIED STOREFRONTS MAY ALLOW FOR PHARMACY AND LOCAL GROCER
- ADD WAYFINDING FOR PUBLIC PARKING AT GATEWAYS TO TOWN CENTER TO INCREASE AWARENESS

**CROSSING SAFETY:**

- IMPROVE PEDESTRIAN SAFETY
- EVALUATE TYPE OF CROSSWALKS
- EVALUATE METHODS TO REDUCE VEHICULAR SPEED
- ENHANCE VEHICULAR AND PEDESTRIAN VISIBILITY

**SOUTH MAIN STREET:**

- PROVIDE A SHARED ROAD SIGN TO ALLOW BICYCLISTS
- REVISE SIGNAGE ORDINANCE
- ENCOURAGE PROPER MAINTENANCE OF STREET TREES TO INCREASE STORE VISIBILITY

**AGRICULTURE:**

- ENHANCE CONNECTION TO MAIN STREET VIA NICHOLS ST. AND PARK PL.
- ASSETS SHOULD BE CELEBRATED AND CAPITALIZED THROUGH FOOD FESTIVALS OR EVENTS

**FLOODING:**

- IMPROVE FLOODING ISSUES
- ADD SWALES OR RAIN GARDENS TO ALLEVIATE WATER RUNOFF DURING RAINY DAYS

**PEDESTRIAN CONNECTION:**

- ESTABLISH/MAINTAIN PEDESTRIAN ACCESS (if needed)

**ARCHIBALD STREET:**

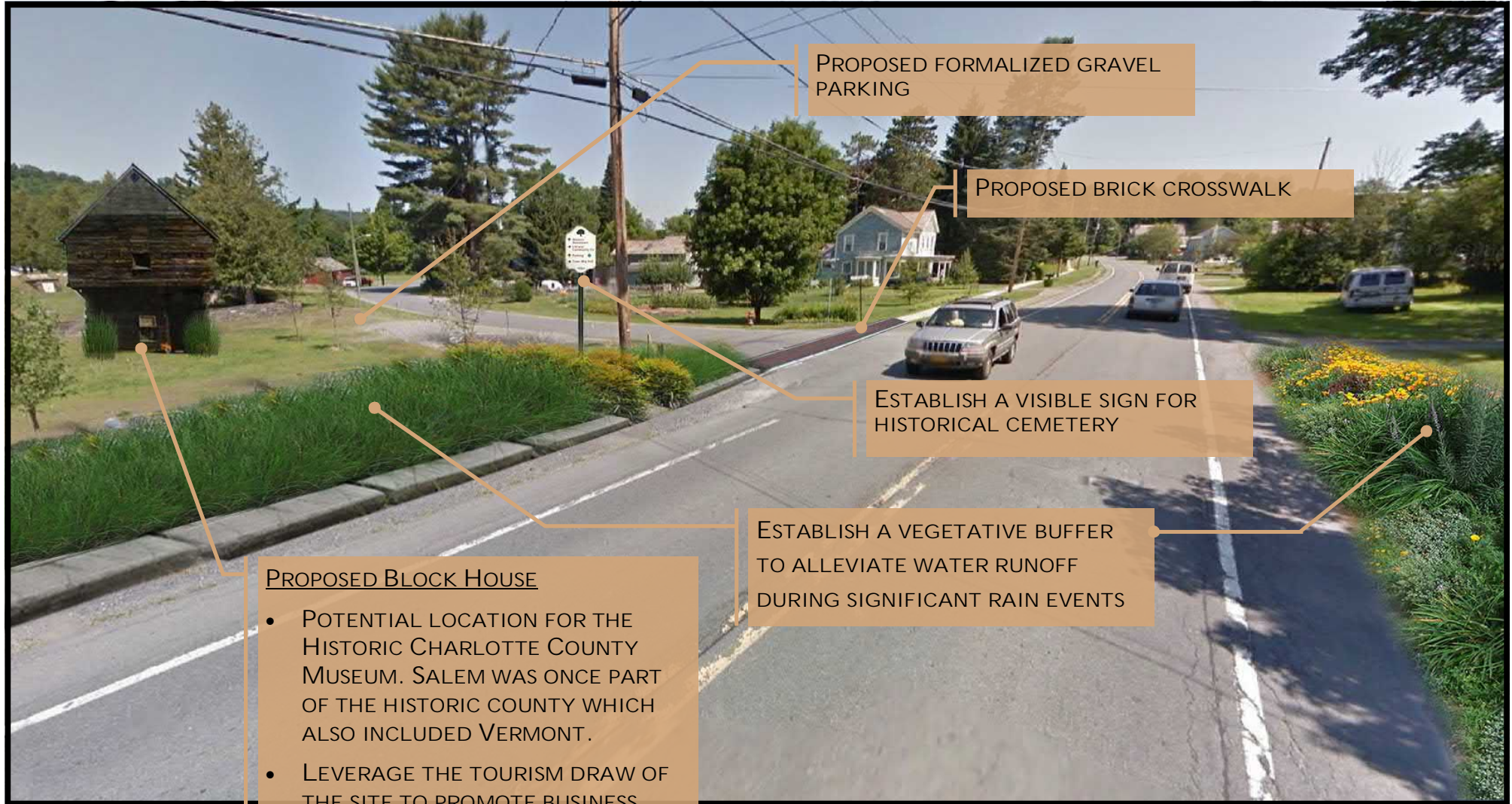
- ESTABLISH TRAIL FROM HISTORIC CEMETERY TO SALEM ART WORKS
- IMPROVE ACCESS TO BUSINESS DISTRICT ON MAIN STREET
- LEVERAGE REVOLUTIONARY WAR CEMETERY AND RAIL TRAIL TO PROMOTE BUSINESS PATRONAGE

**REVOLUTIONARY WAR CEMETERY:**

- ESTABLISH VISIBLE SIGN ON S MAIN ST AND ARCHIBALD STREET
- PROPOSED BLOCKHOUSE WITH PARKING AND HISTORICAL INFO.
- HISTORIC TOURS
- ADD WAYFINDING FOR PUBLIC PARKING AT GATEWAYS TO TOWN CENTER TO INCREASE AWARENESS

DATA SOURCES:

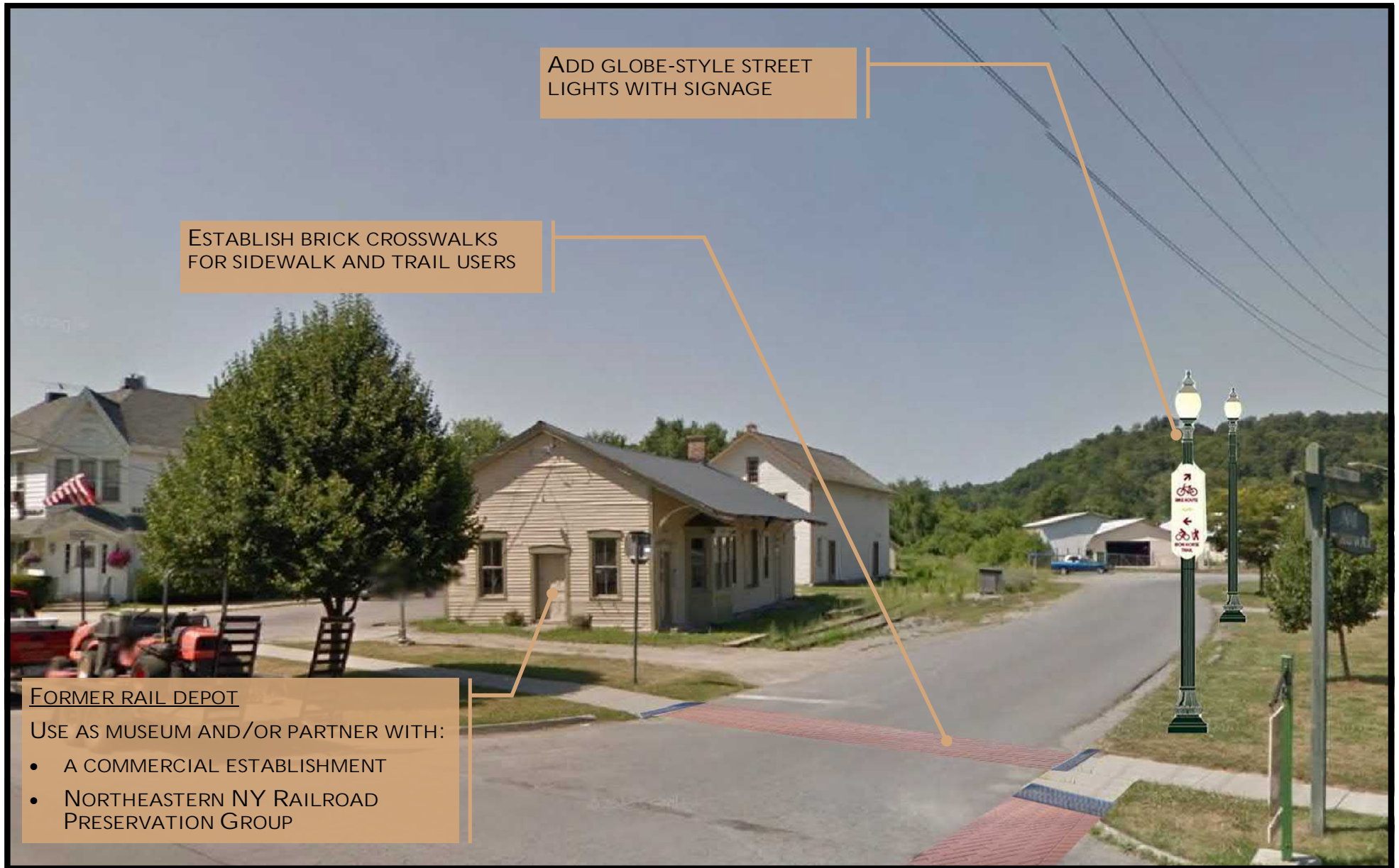
# PERSPECTIVE #1: SOUTH MAIN ST. AND ARCHIBALD ST.



## PERSPECTIVE #2: MAIN ST AND BROADWAY



### PERSPECTIVE #3: NORTH MAIN ST. AND RAILROAD ST.



# PERSPECTIVE #4: NORTH MAIN ST. AND THOMAS ST.

LAKES-TO-LOCKS PASSAGE  
TOURISM SIGNAGE ALREADY IN PLACE

ESTABLISH BRICK CROSSWALKS  
FOR TRAIL USERS AND TO  
IMPROVE PEDESTRIAN SAFETY



FUTURE RAIL TRAIL CORRIDOR  
THROUGH VERMONT TO  
GRANVILLE

PHASE I: FORMALIZE TRAIL  
CONNECTION TO SALEM  
CENTRAL SCHOOL CAMPUS  
FROM NORTH MAIN STREET



# Plan Implementation Matrix with Opinion of Probable Costs

Project Matrix, Prioritization, and Opinion of Probable Costs

Table 11: Priority Projects Listing						
Category	Title	Priority	Priority Rank	Cost Range	Funding Source	Prerequisite Projects
Planning / Civic Infrastructure	Study the feasibility of municipal sewer system	Medium-Term	1	\$30,000 - \$40,000	DEC/EFC – Engineering Planning Grant, CDBG Public Infrastructure, CWSRF	--
Planning	Update Municipal Parking Regulations	Short-Term	2	\$20,000 - \$30,000	NYS Main Street – Technical Assistance, HRVG, AGFTC	--
Civic Infrastructure	Municipal Parking Signage	Short-Term	3	\$10,000 – \$20,000	HRVG, AGFTC, ESD, ESD MarketNY	2
Planning	Update Zoning Code	Short-Term	4	\$25,000 – \$35,000	HRVG, AGFTC (as part of Corridor Study)	--
Civic Infrastructure	Expand broadband internet capacity and WiFi services	Short-Term	5	\$0 - \$40,000	ConnectNY, Adirondack Gateway Council, Washington County Economic Development, EPA “Cool & Connected”	--
Planning	A/GFTC Corridor Study	Medium-Term	6	\$50,000 - \$75,000	AGFTC	--
Planning	Rail Trail Feasibility Study	Medium-Term	7	\$15,000 - \$30,000	NYSOPRHP – Rec. Trails Program, HRVG	--
Economic Development	Establish a Business Improvement District to maintain streetscape	Long-Term	8	\$5,000 - \$15,000	NY Main Street – Technical Assistance, CDBG Community Planning	--
Civic Infrastructure	Introduce bump-outs at intersections on Main Street to improve safety	Long-Term	9	\$250,000 - \$300,000	NYS DOT – TAP, NYSDOT – TIP, AGFTC	6
Civic Infrastructure	Reduce Width of Main Street travel way and add angled parking	Long-Term	10	\$40,000 - \$80,000	NYS DOT – TIP, AGFTC	6
Planning	Green Infrastructure Plan	Medium-Term	11	\$30,000-\$50,000	NYSDEC Climate Smart Communities, Hudson River Estuary, HRVG, DEC WQIP	--
Planning	Develop a marked walking path with wayfinding signage	Short-Term	12	\$20,000 - \$35,000	HRVG, AGFTC, NYSDOT-TAP	7
Civic Infrastructure	Rev. War Cemetery Park and Blockhouse	Medium-Term	13	\$400,000 - \$550,000	ESD MarketNY, ESD	--
Civic Infrastructure	Year-Round Farmer’s Market	Medium-Term	14	\$75,000 - \$200,000	ESD	--
Civic Infrastructure	Permeable Pavement along rail trail from Main Street to the School	Long-Term	15	\$50,000 - \$100,000	EFC – GIGP, OPRHP – Rec. Trails Program, NYSDOT – TAP, AGFTC	7

## Conclusion and Implementation Techniques

The Implementation Techniques section of this document discusses grant-funded routes toward making the recommendations in this report a reality. Many recommendations call for brick-and-mortar construction projects in the immediate short term while others require further planning efforts in advance.

With so much public input, data and analysis aggregated through this planning process, it is important the momentum garnered not be allowed to idle. Implementation funding for specific action items listed in this document should be sought after.

Additionally, once adopted, the Renaissance Plan can be used as a guide for municipal decision making. Depictions and policy recommendations found within the plan could be used by property owners and developers as ready-made renderings and design parameters. The report and proposed projects may also serve as idea generators for local entrepreneurs.

It is a goal of this plan that it allows local residents, business owners, municipal officials, and visitors to all find inspiration and a unified vision for the future. With the ideas and public input put forth in this planning process as common ground, it is hoped that such groups will be better able to come together for the common good.

The opinions of probable costs provided this plan will be an asset in the preparation of funding applications for implementation projects evolving from the *Salem Main Street Renaissance Plan* and other planning studies. The preceding list of proposed grant application projects may be submitted through the Consolidated Funding Application (CFA) process or other grant programs.

## **Appendix A**

### **Street Tree Best Practices Recommendations**

## Street Trees

Trees make a significant positive impact in urban environments including greenhouse gas reduction, providing shade, and creating more visually appealing street corridors. However, street trees must undergo proper trimming and upkeep annually to ensure visibility of shops and to prevent trees from interfering with pedestrian walkways and parking areas. To ensure their survival, proper placement, and appropriate upkeep, the following general guidelines are recommended.

### *Locations*

- Where feasible trees should be planted on the outside of the sidewalks
- Where space outside of the sidewalk is unavailable, trees can be in the sidewalk a minimum of 3 feet from the curb
- Use tree grates and tree guards where trees are within sidewalks
- Tree locations should not conflict with underground or overhead utilities
- Locate trees on private property if needed, with owner's permission
- Field verify locations before planting commences

### *Form*

- Pedestrian zones
  - Minimum 8 feet vertical branch height
  - Upright growing form
- See Table: Recommended Street Trees below.

### *Species*

In general, the Autumn Brilliance Serviceberry tree is primarily recommended where a smaller flowering tree is desired. However, it is important for the Town to avoid establishing a "monoculture" of their tree canopy – planting only one species of tree throughout. Such a single-species canopy would leave the Town vulnerable to a disease wiping out all trees. Other suitable street and small flowering trees can be substituted as present in the chart below.

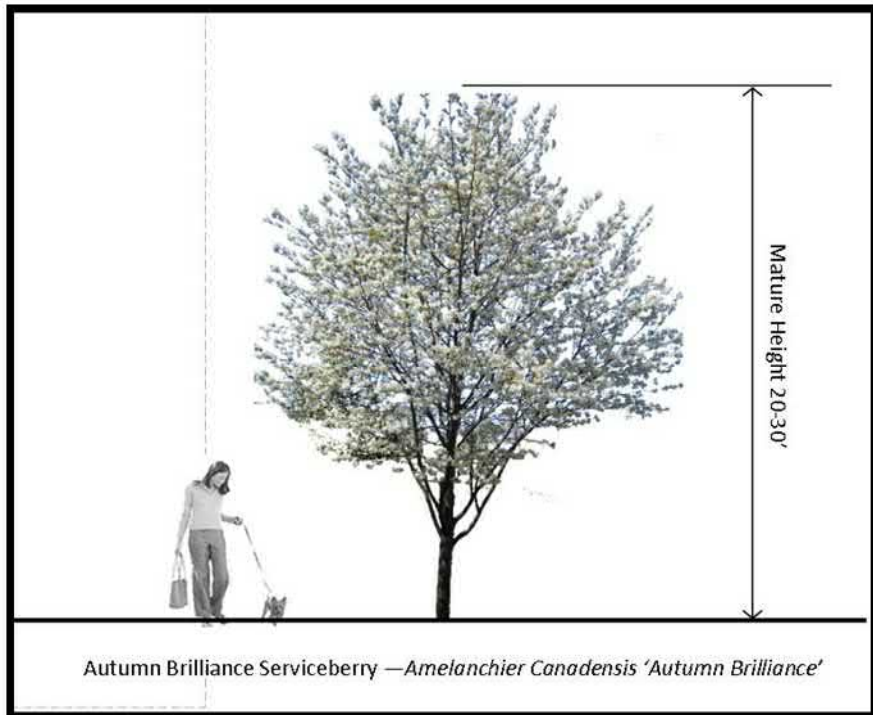
Table: Recommended Street Trees

Common Name	Botanical name	Size	Ht-Width	Growth Rate
Small/Flowering Street Trees				
Autumn Brilliance Serviceberry	<i>Amelanchier canadensis</i> 'Autumn Brilliance'	S	25-15	Med
Crabapple	<i>Malus</i> spp.	S	20-20	Med
Japanese lilac	<i>Syringa reticulata</i>	S	20-15	Slow
Large Urban Street Trees				
Honeylocust 'Skyline'	<i>Gleditsia triacanthos</i> 'Skyline'	L	45-35	Fast
American sycamore	<i>Platanus occidentalis</i>	L	80-50	Fast
Homestead elm	<i>Ulmus</i> 'Homestead'	L	55-35	Fast
Frontier elm	<i>Ulmus</i> x 'Frontier'	L	40-30	Fast
Ginkgo 'Saratoga'	<i>Ginkgo biloba</i> 'Halka'	L	45-40	Slow
Ginkgo 'Magyar'	<i>Ginkgo biloba</i> 'Magyar'	L	50-25	Slow
Silver Linden	<i>Tilia tomentosa</i>	L	60-40	Med

SOURCE: *RECOMMENDED URBAN TREES*, Urban Horticulture Institute, Cornell University, 2009.

Note: Also see expanded suitability matrix in Appendix A.

Preferred Trees -



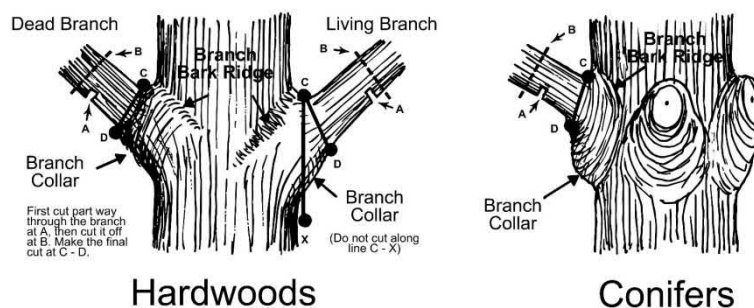
## Upkeep

Trees need to be pruned throughout their life to stay healthy and to prevent interference with safety in pedestrian walkways, parking areas, and to maintain visibility of businesses along Main Street. Pruning is a regular part of plant maintenance that will ensure street trees are healthy; healthy trees are those that are disease and free of harmful insects. These trees will provide clean air, water, and enhance the aesthetics of Main Street. Proper pruning can be achieved by knowing the specific plants parts that need to be removed and required frequency of maintenance. The guidelines provided below have been provided by the North Dakota State University Basic Guidelines for Pruning Trees and Shrubs.

Newly planted trees should not be pruned immediately. For the first year at least, allow all the branches with foliage to remain. After the second or third year in a landscape setting, annual maintenance pruning may begin (if a branch is causing safety concerns the seasonal recommendations for pruning may be overridden). Much of the pruning that landscape plants need can be carried out in late winter or early spring while they are still dormant. This is true for deciduous and coniferous woody plants. It is important that branches above shoulder height, branches that require one foot to leave the ground while pruning, or branches needing a chainsaw to be done by a professional arborist.

If two branches are competing for dominance (co-dominance), the result often is a weak union between the two. That means the tree likely will tear apart in the future. Remove the weaker of the two branches when it still is small and can be removed with a hand pruner or lopper to assure a single dominant stem. The diagram below demonstrates the appropriate location to prune based on tree type. The diagram on the left will be used for “hardwoods” such as oak, birch, and maple and the diagram on the right will be used for “conifers” such as pines, redwoods, and spruces.

## Proper Pruning Principles



## **Appendix B**

### **Public Information Meeting Outreach and Materials**

# Salem Main Street Renaissance Plan Public Information Meeting



HELP DEVELOP A VISION OF REVITALIZATION FOR MAIN STREET IN SALEM



## To Learn More:

When: Tuesday, July 26, 2016 7:00 p.m.

Where: Proudfit Hall 181 S Main St, Salem, NY 12865

Why: The Town of Salem would like to conduct a comprehensive community-based renaissance plan to support the revitalization of the Town. The purpose of this information session is to introduce the project to the community, provide information about current planning activities and seek input from the public on the direction of the projects.

Who Should Attend: Please accept our invitation to attend the meeting. Public input and discussion will play a key role in formulating these important revitalization planning processes. The meeting will be a presentation format with opportunities to interact and discuss specific details and steps of the process directly with Town Officials and with a consultant representative throughout the evening. No one knows your neighborhood better than those who live and work there. We would greatly appreciate your insight and participation. A public workshop will be held on August 16 for further public input.

Sponsored by the Town of Salem

If you have special needs due to a handicap please contact Bruce Ferguson at Town Hall at (518) 845-3277.



# Salem Main Street Renaissance Plan

*Public Information Meeting*

*July 26, 2016*

*Proudfit Hall*



# Agenda

2

- Introductions
- Project Scope and Schedule
- Community Involvement
  - Committee Meetings
  - Public Workshop
- Streetscape Enhancements

# Introductions

3

- **Municipal Executive Official**

*Seth Pitts, Town Supervisor*

- **Committee Members**

- *Michele Bardwell*
- *Al Cormier*
- *Laura Dunham*
- *Bruce Ferguson*
- *Nancy Hand Higby*
- *Tom McMorris*
- *Pat Roclaw*
- *Sue Clary*
- *Jay Kerr*
- *Alex Sawyer*
- *Beth Moser-Duquette*
- *Jan Coffinger Baxter*

# Introductions

4

- Consultant Team
  - Bob Murphy, *Barton & Loguidice, D.P.C.*
  - Ivette Banoub, *Barton & Loguidice, D.P.C.*
  - Katie Crawford, *Barton & Loguidice, D.P.C.*
- Funded by:
  - *The Town of Salem*
  - *Hudson River Valley Greenway*



# Project Scope

5

- Project Description – *Main Street Renaissance Plan*
  - Produce a strengths, weaknesses, opportunities, and threats analysis for the Main Street corridor
  - Create a unified and concise vision for Main Street in Salem
  - Identify priority projects that will further achieve the vision for Main Street
  - Provide research and technical support for future grant applications
  - *All in an effort to spur revitalization on Main Street*



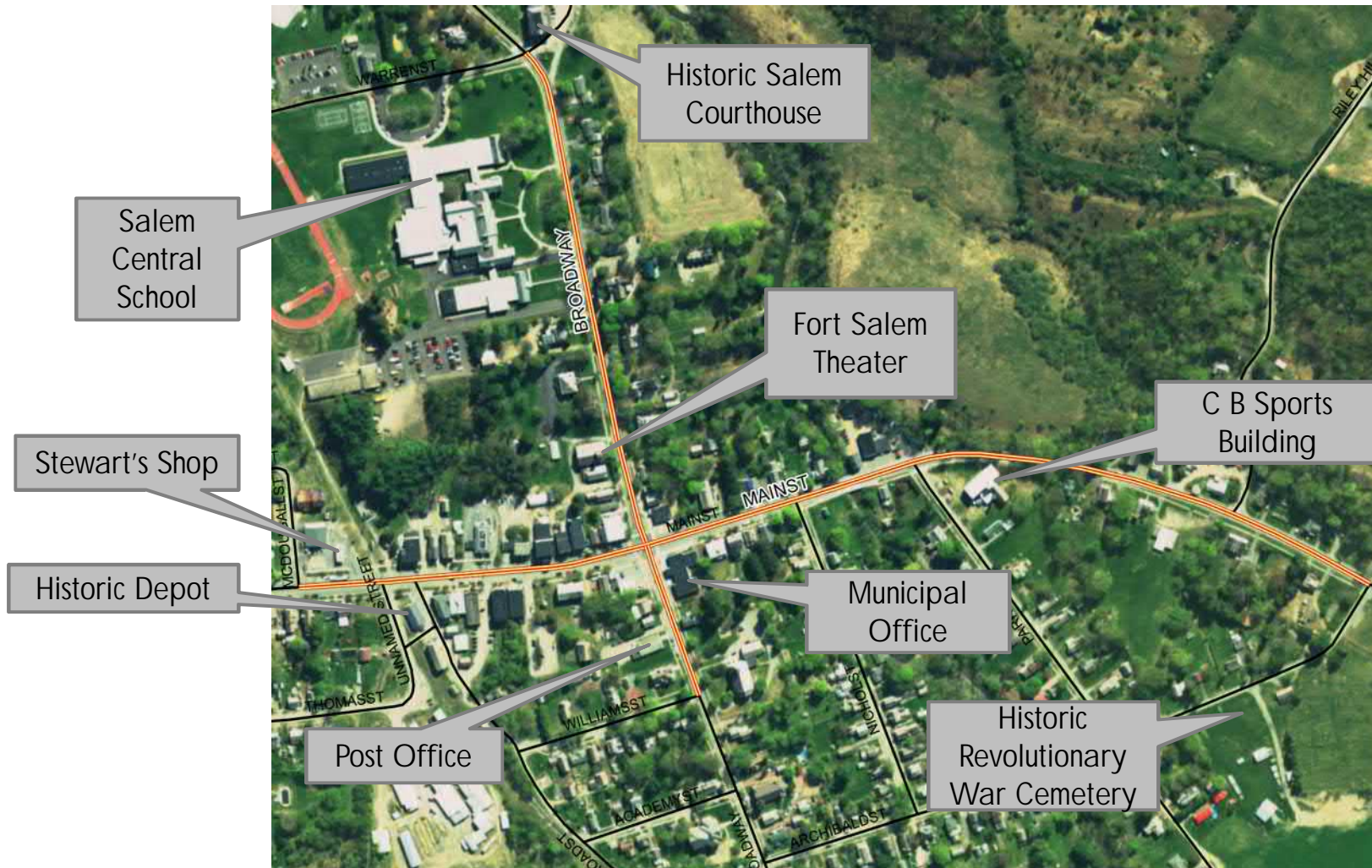
# Project Schedule

6

- Project Schedule
  - Kick-off Meeting – June 21, 2016
  - Monthly Committee Meetings
  - Public Information Meeting – July 26, 2016
  - Public Workshop – August 16, 2016
  - Final Draft Plan Presentation – October 2016
  - SEQRA Determination

# Project Study Area

7



**NOTE:** The study area will be expanded to include the Salem Art Works

# Community Involvement

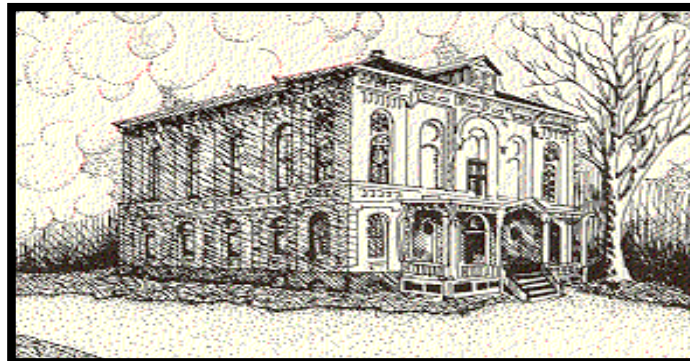
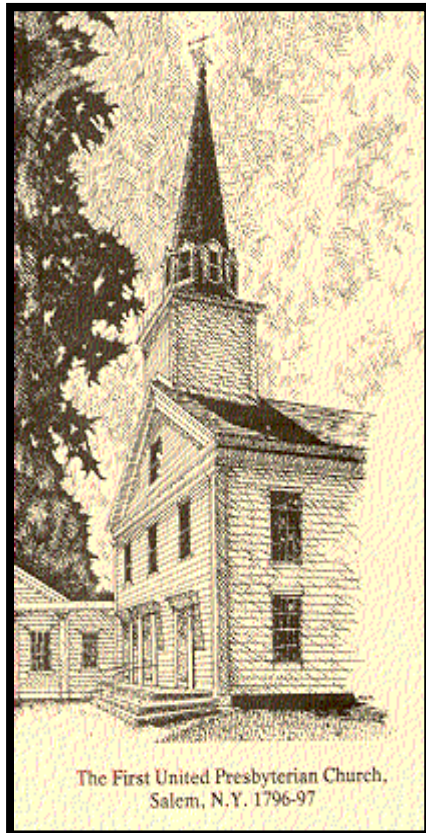
8

- Community-driven process
  - Monthly Committee Meetings
    - Provide guidance to consultants
- Public Information Session
  - Informing public about project and its goals
- Public Workshop
  - Allow for input from the general public
  - Ensures concepts fit the vision of the community

# Historic Main Street

9

- Main Street was once the center of economic and social activity in Salem



Source: Photos courtesy of  
the Town of Salem and  
Lakes to Locks

# Demographics

10

Population Trends 1980 - 2010						
Year	Town of Salem		Village of Salem (former)		Combined	
	Population	% Change	Population	% Change	Population	% Change
1980	1,418	-	959	-	2,377	-
1990	2,608	45.63%	958	-0.10%	3,566	33.34%
2000	2,702	3.48%	964	0.62%	3,666	2.73%
2010	2,715	0.04%	946	-1.87%	3,661	-0.14%

# Demographics

Income			
	Town of Salem		
	2009 Total	2014 Total	% Change
Less than \$15,000	18.0%	4.7%	-13.3%
\$15,000 - \$24,999	9.2%	14.4%	+5.2%
\$25,000 - \$34,999	23.6%	13.6%	-10.0%
\$35,000 - \$49,999	11.5%	23.1%	+11.6%
\$50,000 - \$74,999	10.7%	16.6%	+1.9%
\$75,000 - \$99,999	11.8%	18.2%	+6.4%
\$100,000 - \$149,999	12.8%	4.6%	-8.2%
\$150,000 or more	2.3%	4.9%	+2.3%
Median Household Income (MHI)	\$34,500	\$44,750	+22.9%
Median Family Income (MFI)	\$57,860	\$57,554	-0.5%

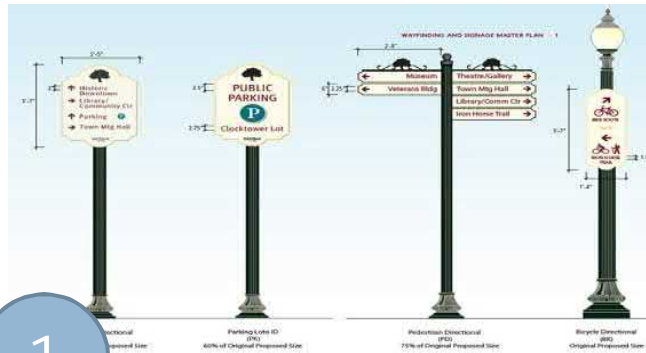
# Demographics

12

Age			
Age Group	Town of Salem		
	2009	2014	% Change
0 - 5	6.7%	5.5%	-1.2%
5 - 19	24.0%	17.9%	-6.1%
20 - 29	13.3%	13.9%	+0.6%
30 - 39	10.2%	10.0%	-0.2%
40 - 49	14.9%	11.8%	-3.1%
50 - 59	15.1%	14.9%	-0.2%
60 +	15.7%	25.9%	+10.2%

# Proposed Styles - Street Amenities

## Wayfinding



1

## Crosswalks



## Bike lanes



# Local Styles - Street Amenities



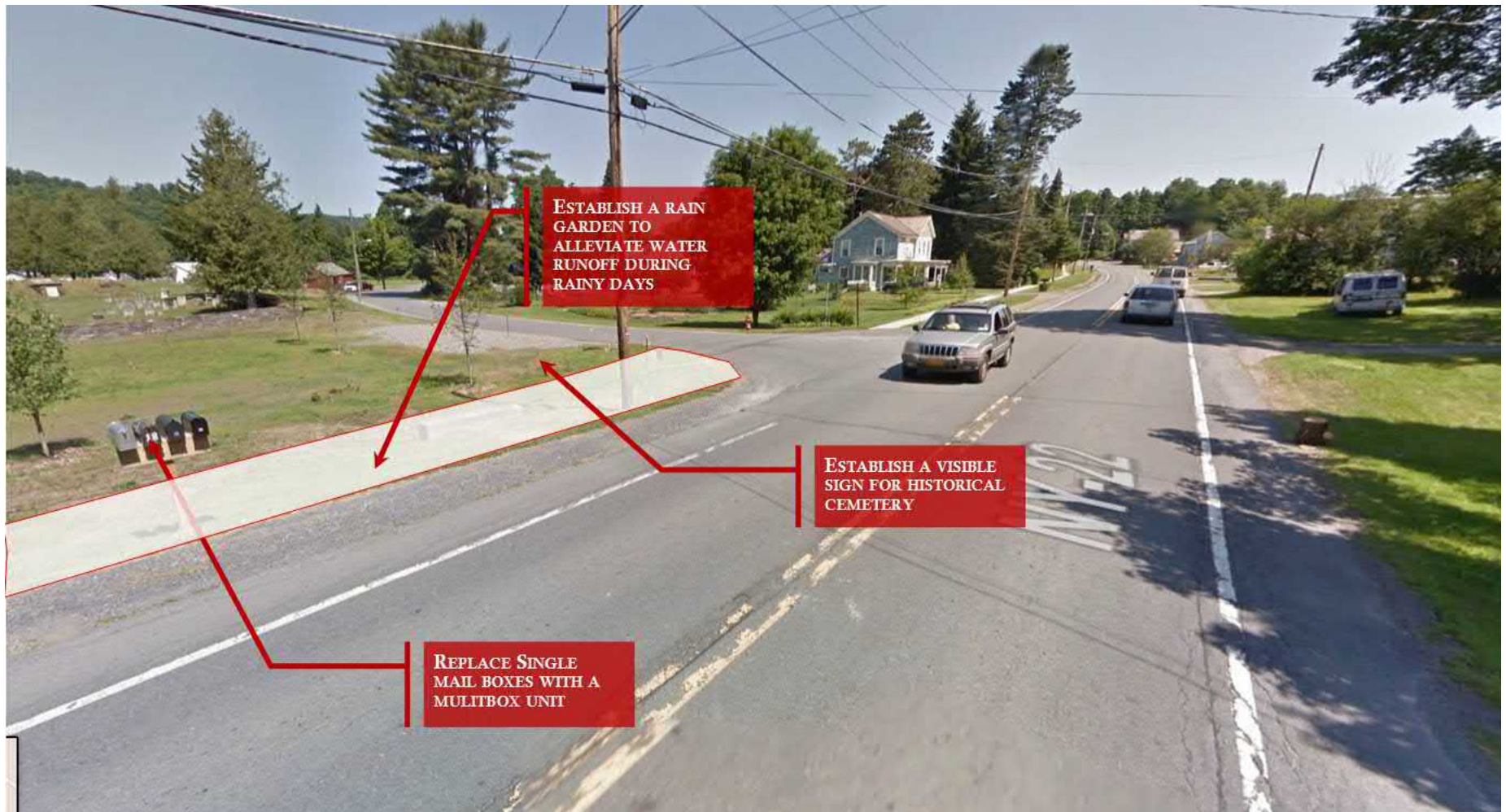
# Streetscape Improvements



# Streetscape Improvements

16

*Suggested Streetscape*



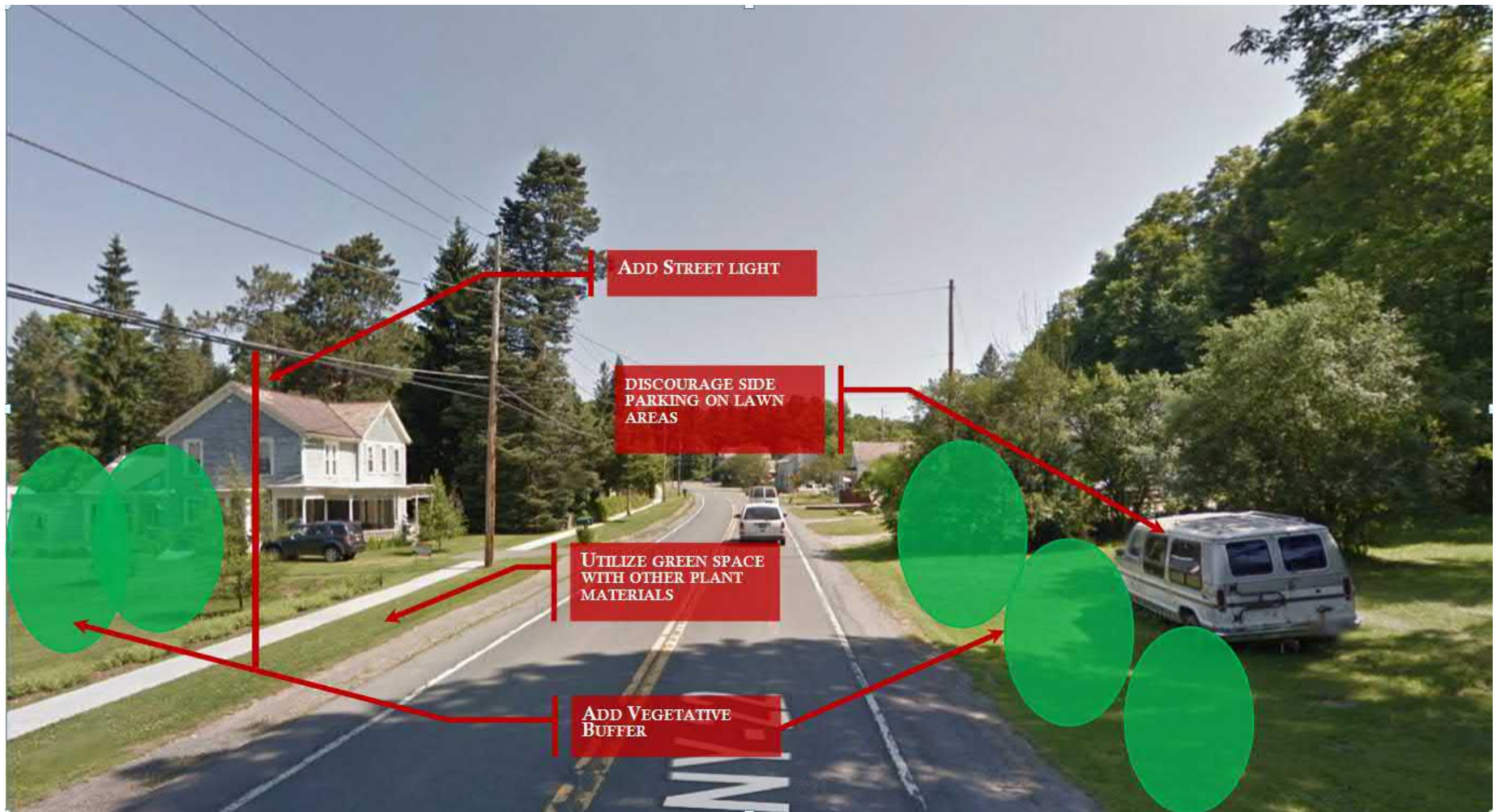
# Streetscape Improvements



# Streetscape Improvements

18

Suggested Streetscape



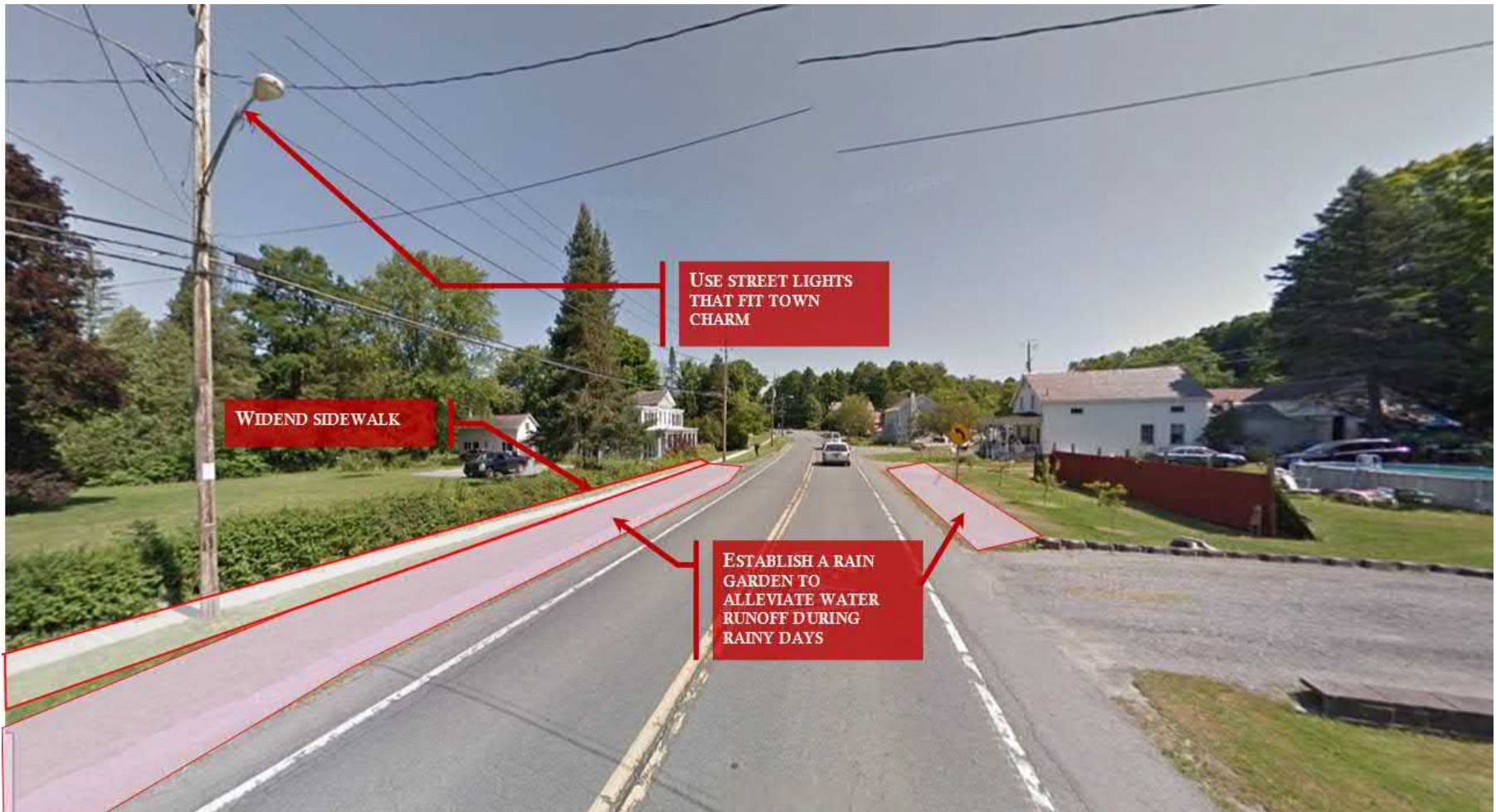
# Streetscape Improvements



# Streetscape Improvements

20

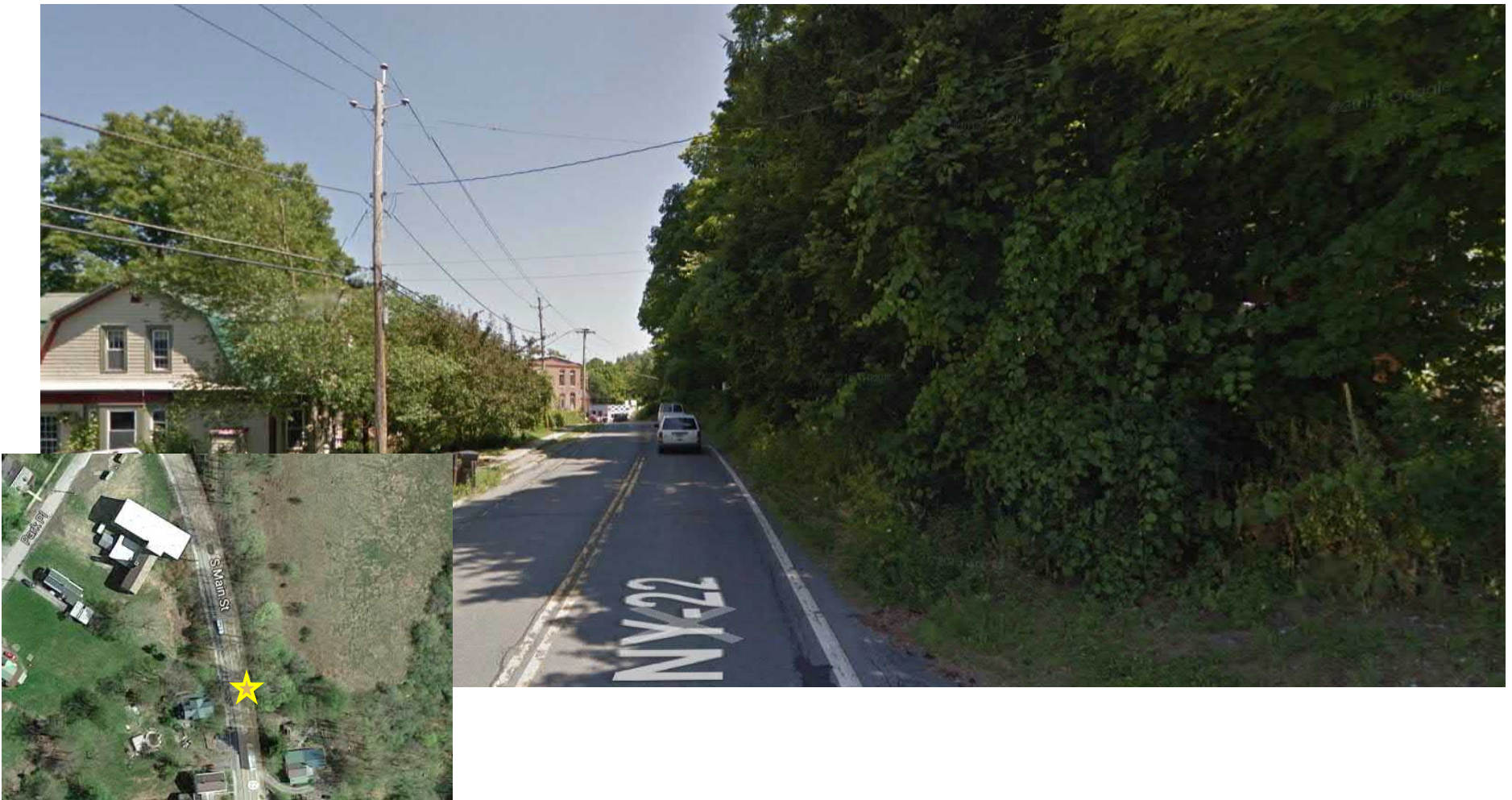
Suggested Streetscape



# Streetscape Improvements

21

Existing Streetscape



# Streetscape Improvements

22

Suggested Streetscape



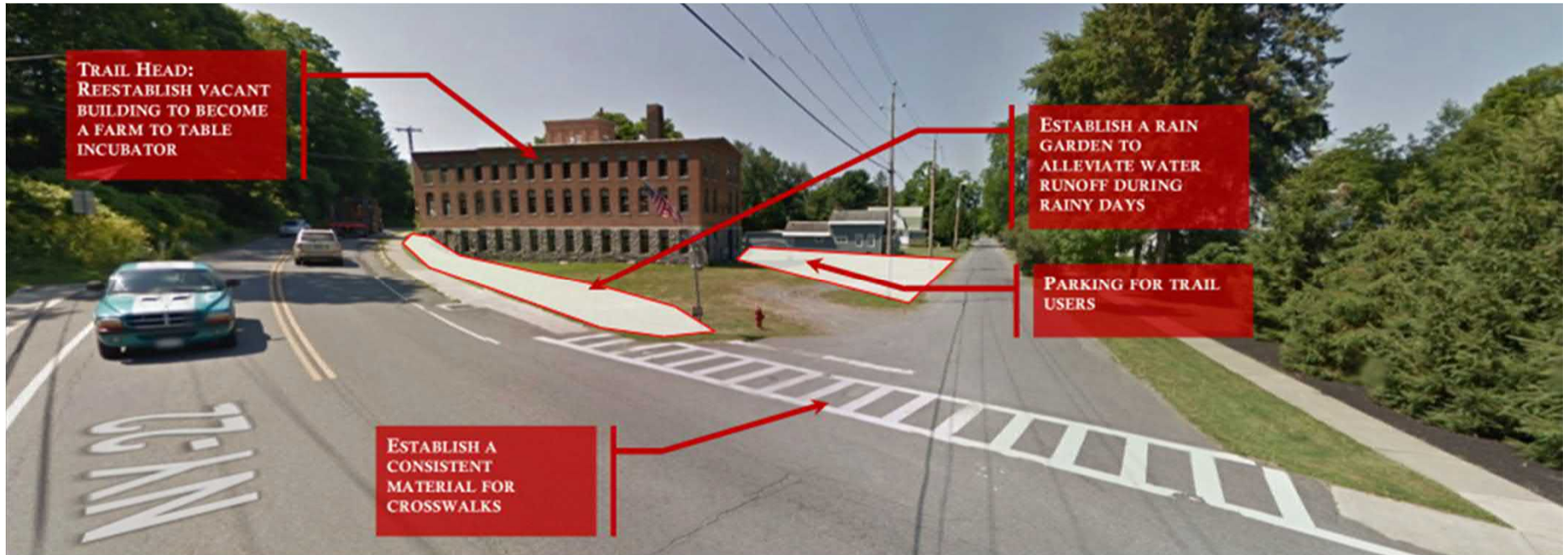
# Streetscape Improvements



# Streetscape Improvements

24

*Suggested Streetscape*



# Streetscape Improvements

25

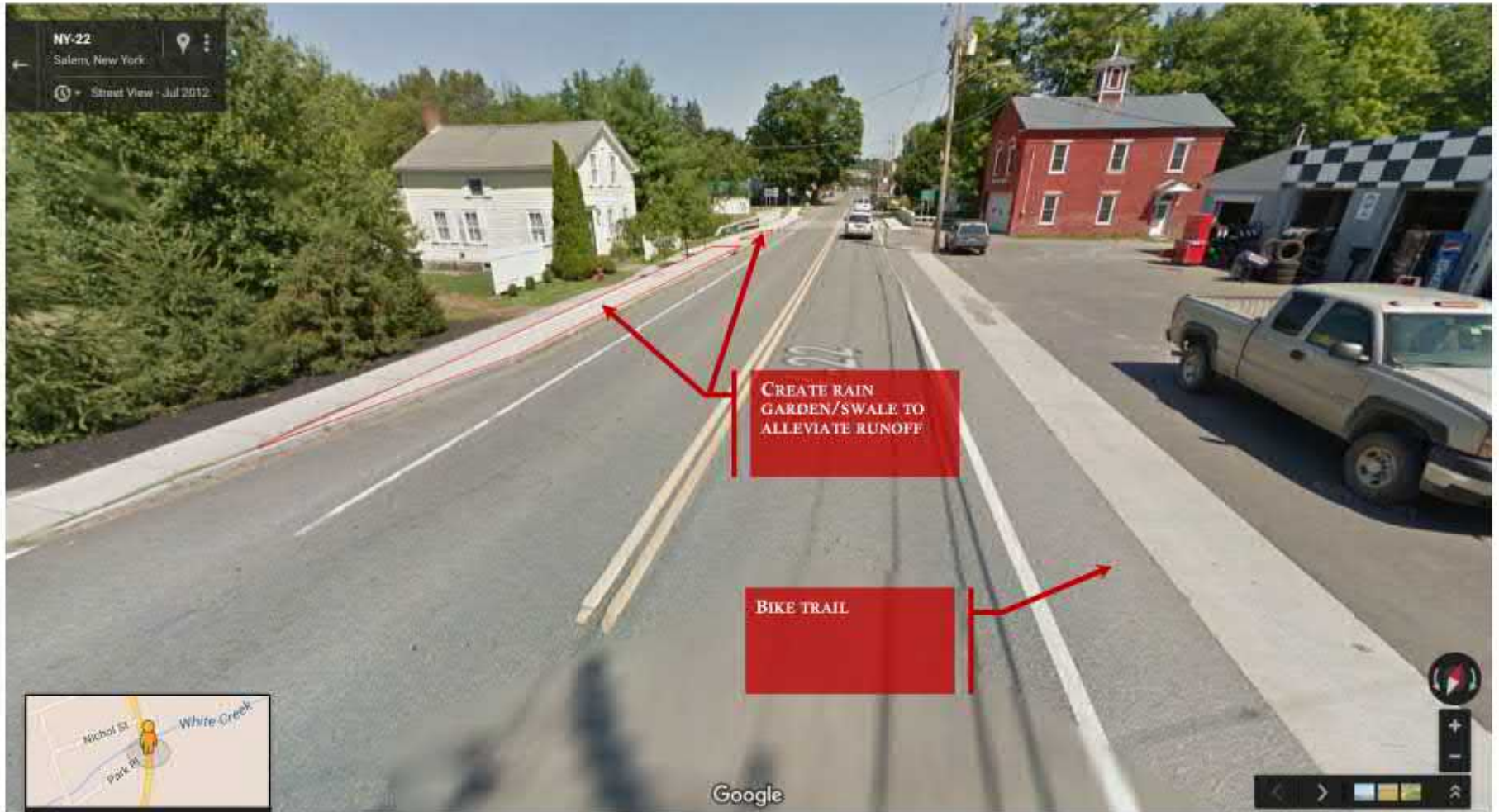
Existing Streetscape



# Streetscape Improvements

26

Suggested Streetscape



# Streetscape Improvements

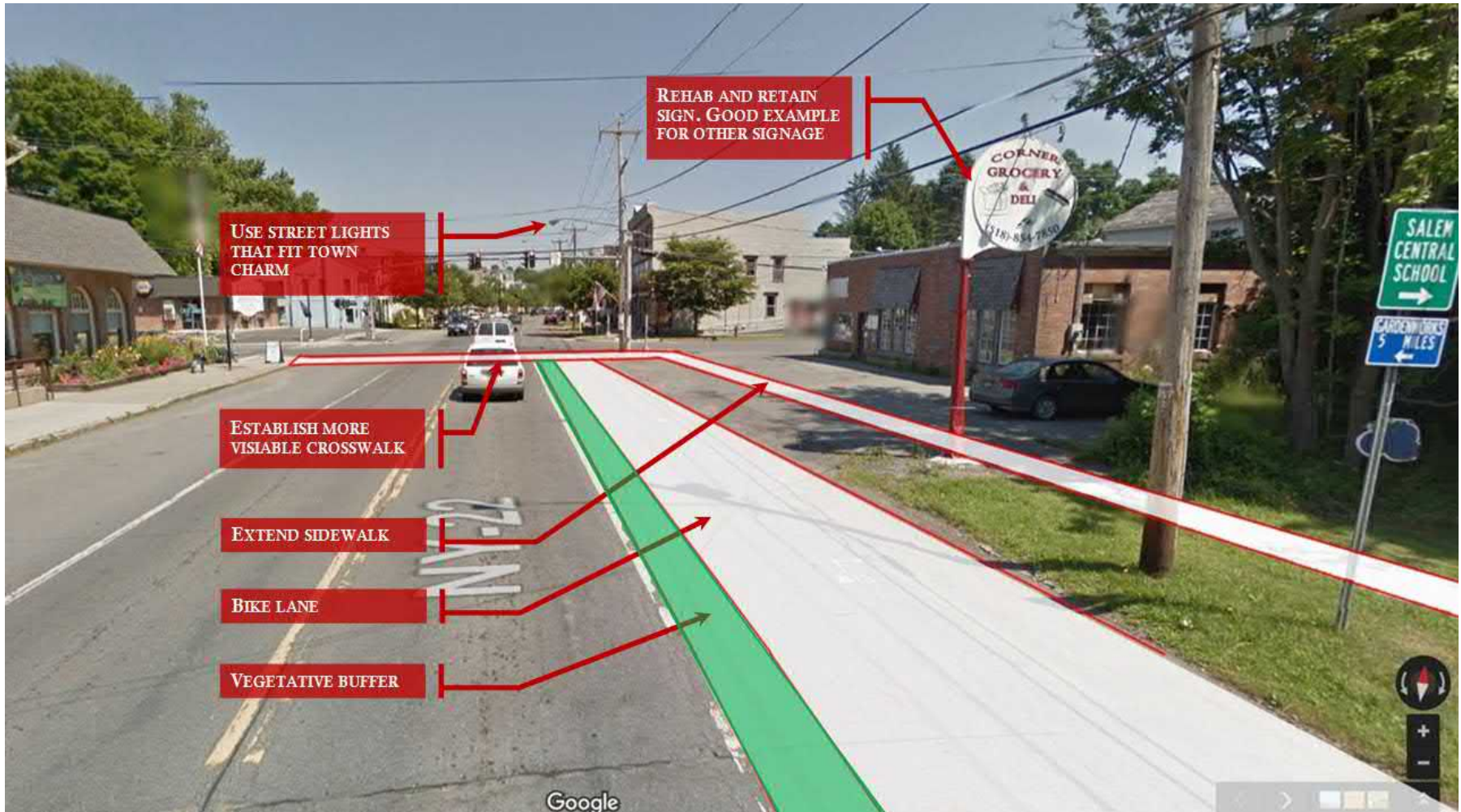
27

Existing Streetscape



Google

# Streetscape Improvements



# Streetscape Improvements



# Streetscape Improvements

30

Suggested Streetscape



# Streetscape Improvements



# Streetscape Improvements



# Streetscape Improvements



# Streetscape Improvements



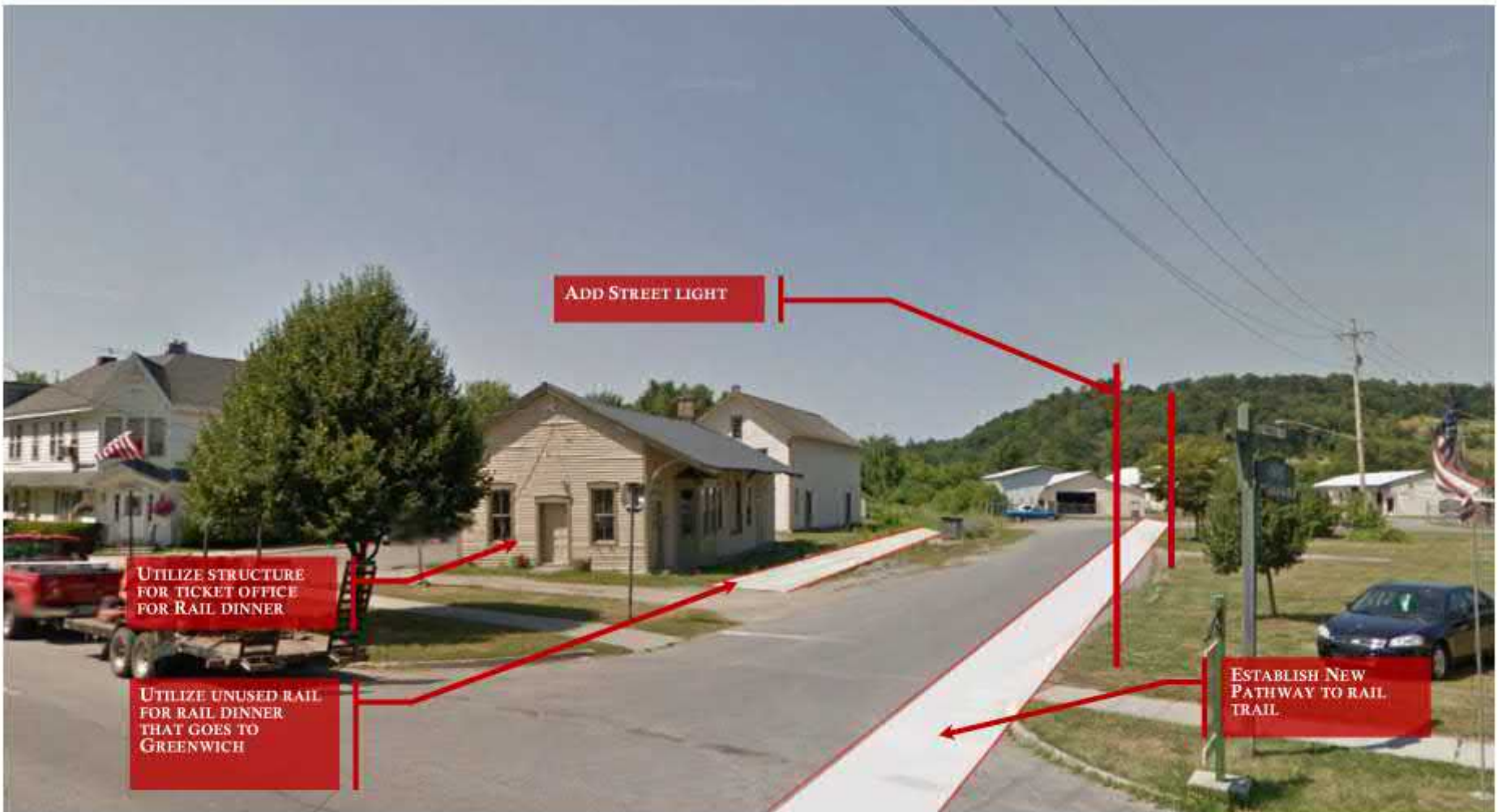
# Streetscape Improvements



# Streetscape Improvements

36

*Suggested Streetscape*



# August Public Workshop

37

- At the next meeting we will learn about your Vision for Main Street. This will help to frame the Renaissance Plan Recommendations

- Ways to have your say:

- Stickers
- Sticky Notes
- Comment Forms
- Conversation

Question 1: What would make Main Street a more convenient and pleasant experience for pedestrians, bicyclists, and motorists?	
A. A central, shared parking area with bike racks	Other Comments (insert sticky notes here):
B. Decorative lighting, pavers, and street trees	
C. Burying overhead utility lines or relocating them to rear yards	
D. Benches, other "sittable" spaces (knee walls, ledges, steps), and outdoor dining opportunities	
E. Well-marked, clearly defined pedestrian and bike links to/from the Rail Trail	
F. Façade improvements that tie-in historically relevant architectural elements	

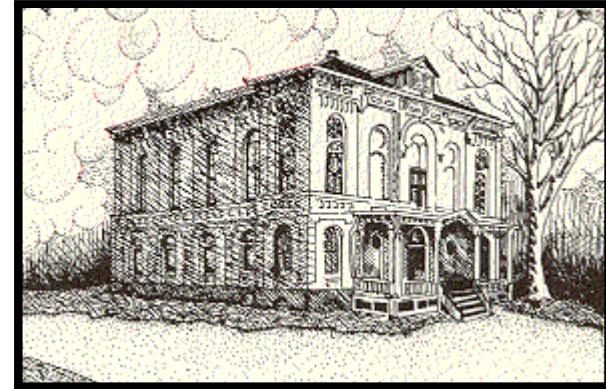
# Next Steps

38

- Project Schedule
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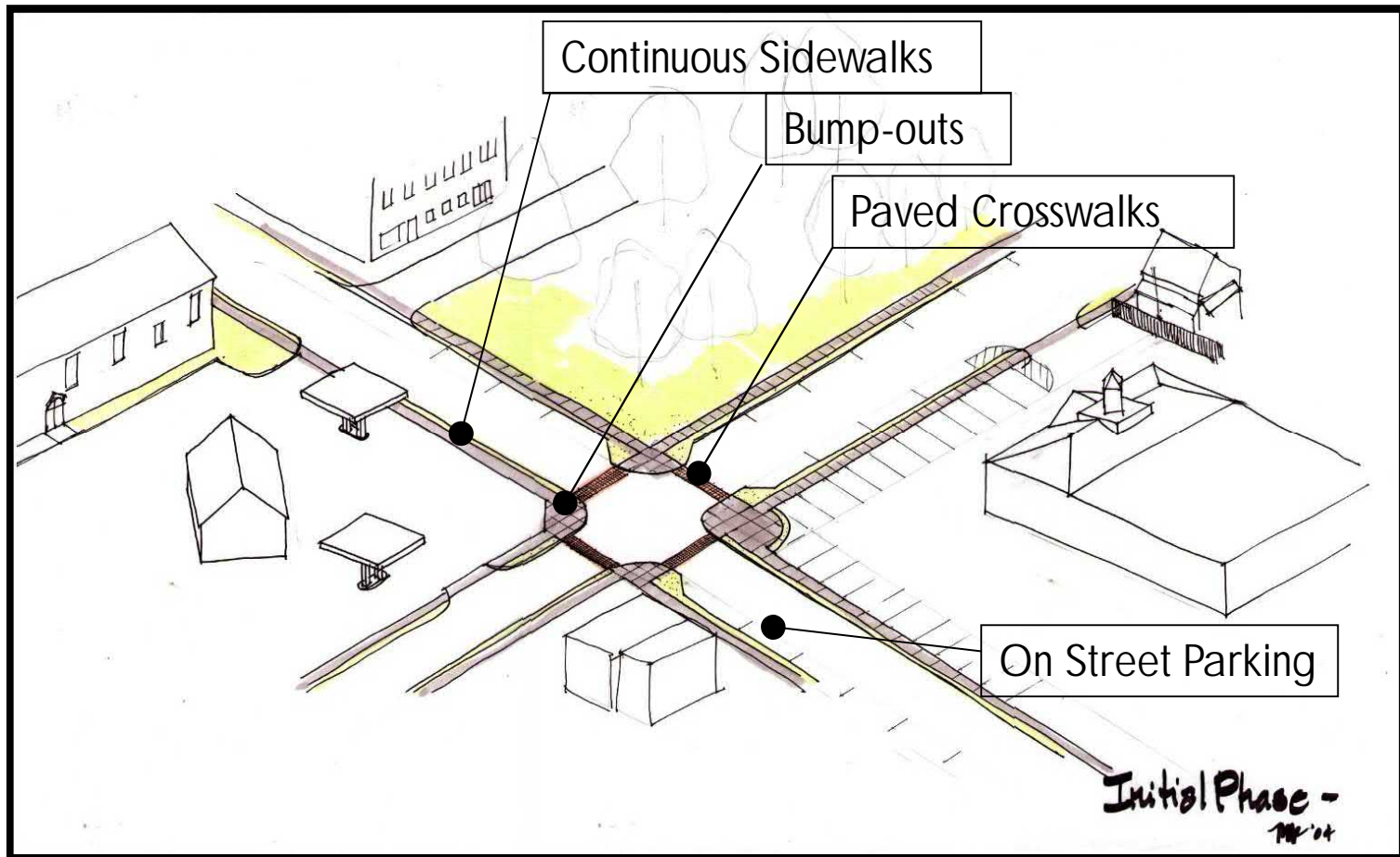
# Thanks for coming!

39



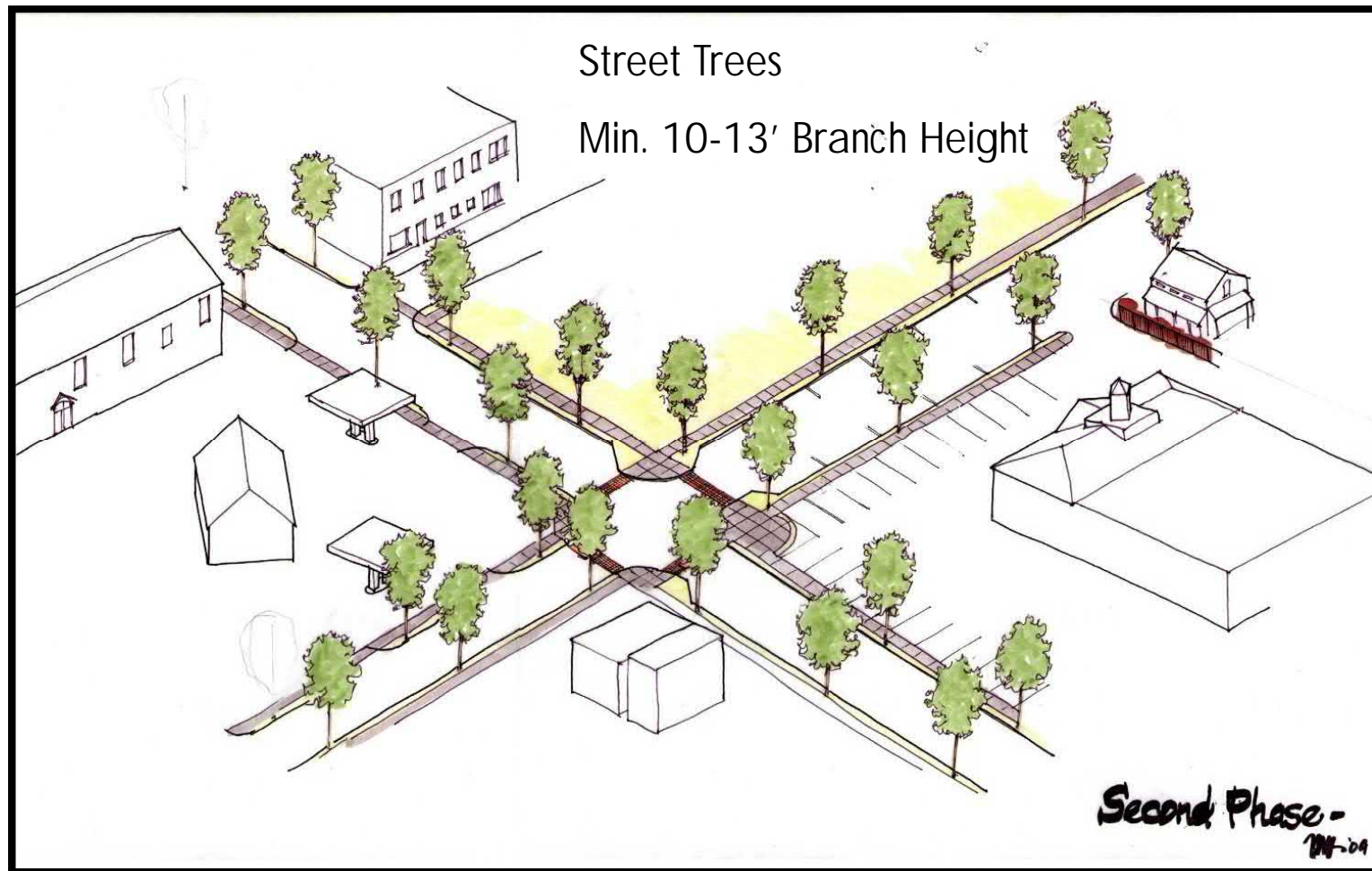
# Example Conceptual Design Ideas

40



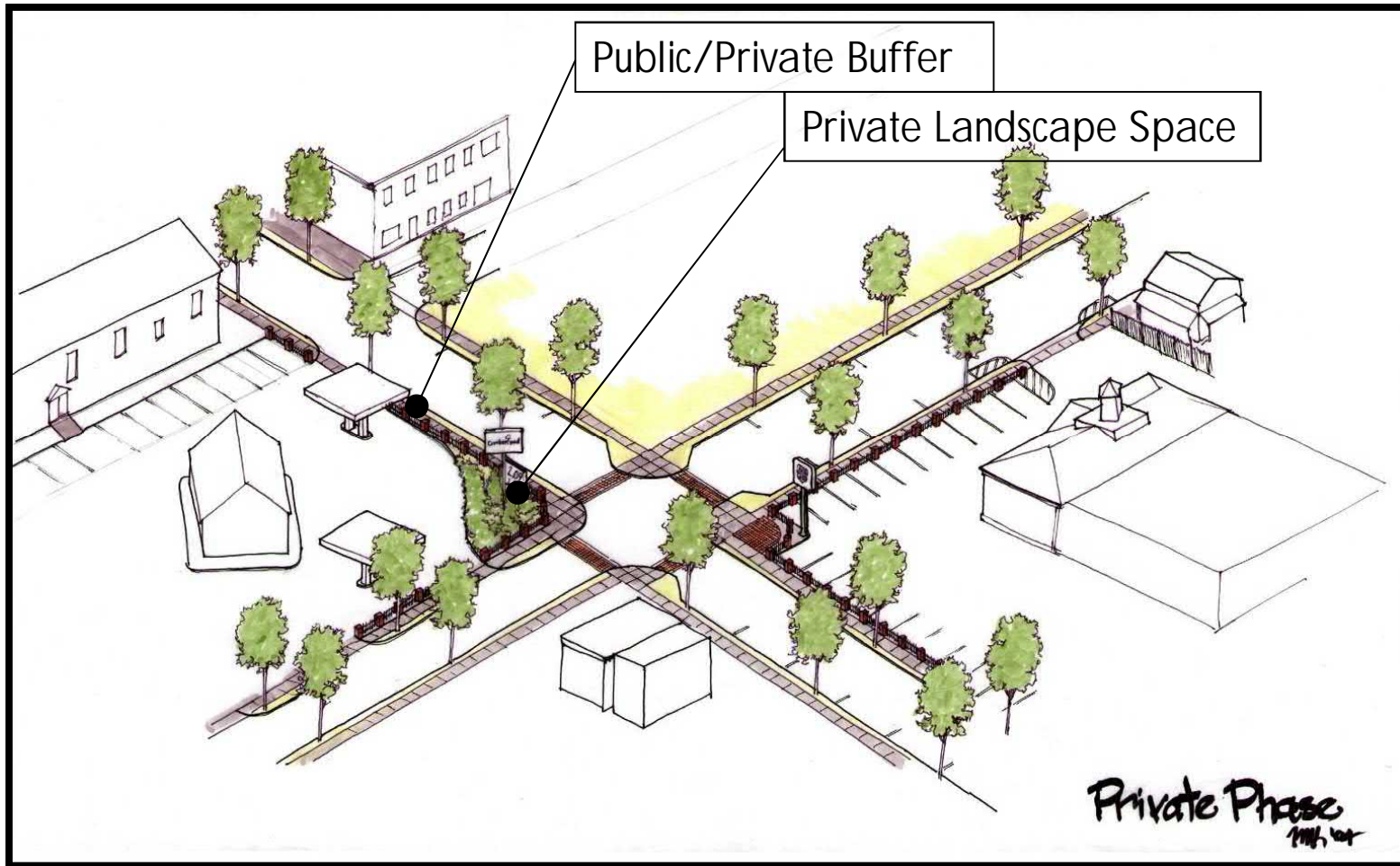
# Example Conceptual Design Ideas

41



# Example Conceptual Design Ideas

42



# Example Conceptual Design Ideas

43



## **Appendix C**

### **Public Workshop Outreach and Materials**

# Salem Main Street Renaissance Plan Public Workshop



HELP DEVELOP A VISION OF REVITALIZATION FOR MAIN STREET IN SALEM



## To Learn More:

When: Tuesday, August 16, 2016 7:00 p.m.

Where: Proudfit Hall, 181 South Main St, Salem, NY 12865

Why: The Town of Salem is conducting a comprehensive community-based plan to support the revitalization of Main Street known as the Salem Main Street Renaissance Plan. The study area for the project is focused along Main Street and Broadway. After a well-attended and successful Public Information Meeting, the Steering Committee seeks further input from the public on several key issues affecting Main Street. This input will be used in the preparation of the deliverable of this project-streetscape recommendations. It may also be used by other groups in the preparation of policy and infrastructure recommendations.

Please accept our invitation to attend this Public Workshop. No one knows the neighborhood better than those who live and work there. Public input plays a key role in this project and we would greatly appreciate your insight and participation.

## Project Mission:

The mission of this project is to develop a list of priority projects that will help the community achieve its collective vision for Main Street. This plan can be used to obtain future grant funding for those priority projects and others that develop over time. The Steering Committee's role is guide the project and ensure that the B&L prepares a plan and priority project recommendations that align with the Town's interests. B&L's role is facilitate the planning process, compose the plan and materials, and to provide technical recommendations.

Sponsored by the Town of Salem

If you have special needs due to a handicap please contact Bruce Ferguson at Town Hall at (518) 854-3277.



# Salem Main Street Renaissance Plan

*Public Workshop*  
*August 16, 2016*  
*Proudfit Hall*



# Agenda

2

- Project Scope and Schedule
- Introductions
- Community Involvement
- Public Information Meeting Recap
- Who is Salem?
- Background Inventory Highlights
- Workshop Tasks
- Next Steps

# Introductions

3

- **Municipal Executive Official**

*Seth Pitts, Town Supervisor*

- *Committee Members*

- *Michele Bardwell*
- *Al Cormier*
- *Laura Dunham*
- *Bruce Ferguson*
- *Nancy Hand Higby*
- *Tom McMorris*
- *Pat Roclaw*
- *Sue Clary*
- *Jay Kerr*
- *Alex Sawyer*
- *Beth Moser-Duquette*
- *Jan Coffinger Baxter*

- *Role:* Guide the project and ensure that the consultant prepares a Main Street plan and priority project recommendations that align with the Town's interests

# Introductions

4

- Consultant Team

- Bob Murphy, *Barton & Loguidice, D.P.C.*
- Ivette Banoub, *Barton & Loguidice, D.P.C.*
- Katie Crawford, *Barton & Loguidice, D.P.C.*



- *Role:* Facilitate the planning process, compose the plan and associated materials, and to provide technical recommendations.

- Funded by:

- *Town of Salem*
- *Hudson River Valley Greenway*



# Project Scope

5

- Project Description – *Main Street Renaissance Plan*
  - Analyze strengths, weaknesses, opportunities, and threats for the Study Area
  - Create a unified vision for Main Street in Salem that will encourage business development and attract and retain residents
  - Identify priority projects that will further achieve the vision for Main Street
  - Provide research and technical support for future grant applications
  - *All in an effort to spur revitalization on Main Street*

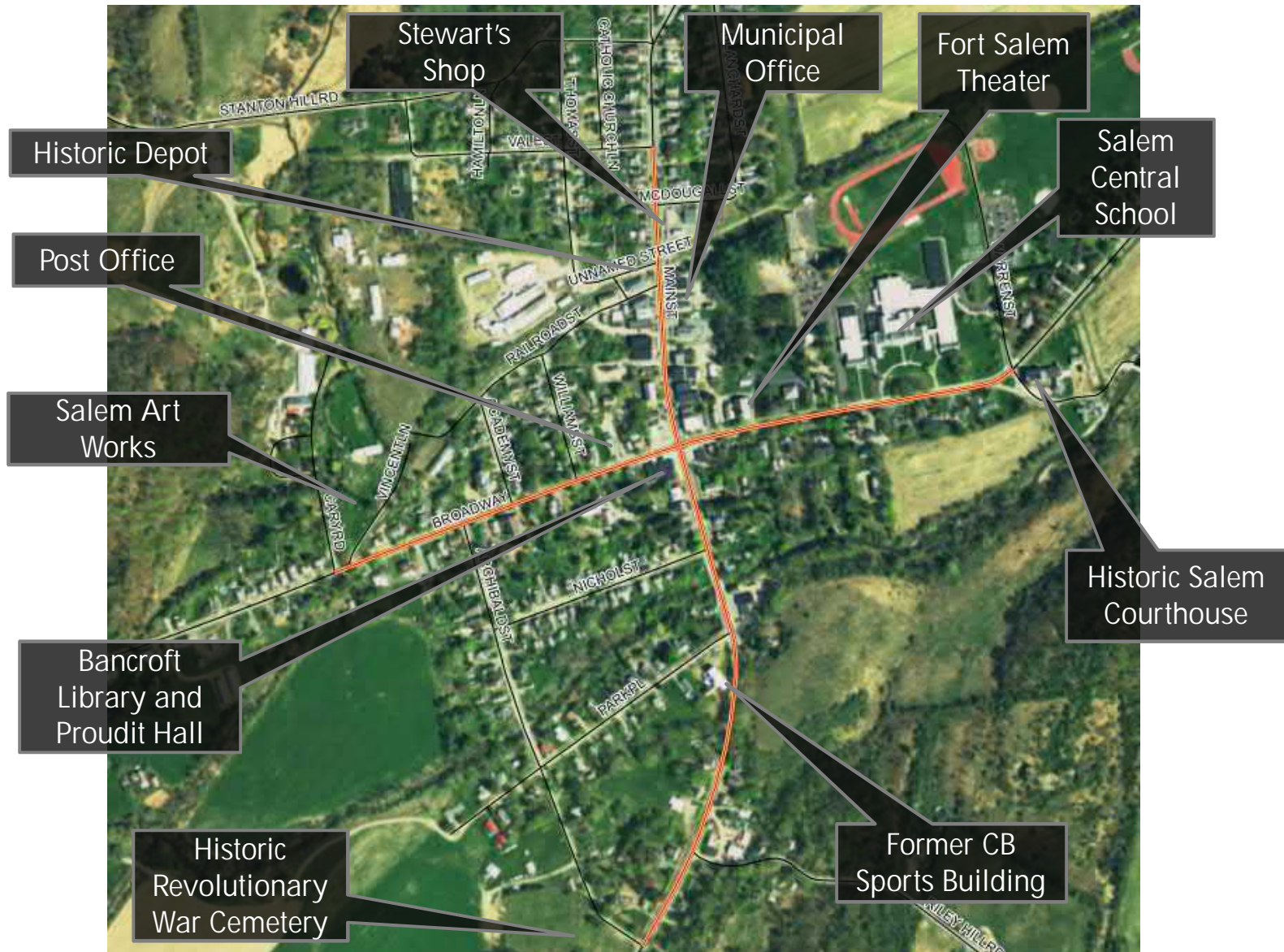


# Project Schedule

6

- Project Schedule
  - Kick-off Meeting – June 21, 2016
  - Monthly Committee Meetings
  - Public Information Meeting – July 26, 2016
  - Public Workshop – August 16, 2016
  - Final Draft Plan Presentation – October 2016
  - SEQRA Determination

# Project Study Area



# Community Involvement

8

- Community-driven process
  - Monthly Committee Meetings
    - Provide guidance to consultants
- Public Information Session
  - Informed public about project and its goals
- Public Workshop
  - Allow for input from the general public
  - Ensures concepts fit the vision of the community

# Public Information Session Recap

- Needs identified by participants for Main Street:
  - Sewer infrastructure
  - Business development
  - Grocery store
  - Reduced traffic speeds & Increased sheriff patrol
  - Crosswalks
    - At library, post office, and near banks
  - Façade improvements along Main Street
  - Improve the parking regulations and awareness
  - Protection of aquifer

# Public Information Session Recap

10

- Assets of Salem identified by participants:
  - Salem Art Works
  - Rural character
- Community Responses to our suggestions:
  - Small bike lanes (if any)
  - Crosswalks are needed
  - No fruit trees
  - Improved maintenance of existing street trees

# Who is Salem? – Population Trends

11

- 2010 US Census data show there are 3,661 residents in the Town of Salem
- There has been a 0.14% decrease in population since the 2000 US Census
  - This slight decrease in population is on trend with growth within Washington County

# Who is Salem? - Income

12

- 2014 American Communities Survey (ACS) data show the largest portion of residents in Salem bring home between \$35,000 and \$49,999 a year
  - This income bracket had 11.6% increase since 2009 ACS and is the largest increase out of all income bracket between 2009 and 2014
- Median Household Income: \$34,500
  - This is lower than Washington County and New York State Median Household Income

# Who is Salem? - Age

13

- Median age
  - Salem = 47; Washington County = 43; NYS = 38
- The largest age group is made up of those who are 60 years old or older (25.9%)
  - Ages 60+ also the largest age group in Washington County and NYS

# Who is Salem? - Education

14

- The highest portion of Salem residents have some college or an Associates Degree
  - Washington County follows this trend with the highest portion of residents in the same educational attainment category
  - The highest educational attainment in the State is a High School diploma or a GED equivalent

# Local Zoning Review

15

- Zoning within Project Area
  - Yellow = High Density Residential (RH)
  - Yellow-Green = Medium Density Residential (RM)
  - Red = Commercial (C)
  - Purple = Industrial (I)
  - Blue = Floodway (FW)
- *See Zoning Maps for Details*

# Local Zoning Review - Commercial

16

## ▣ Permitted uses in Commercial District:

- Mixed Use
- Offices
- Retail business
- Personal services
- Restaurants
- Banks
- Tourist accommodations
- Public facilities
- Apartments (accessory use to a mixed-use only)
- Accessory uses

## ▣ Special Uses in Commercial District:

- Motor vehicle repair service facility
- Motor vehicle sales
- Research facility

# Local Zoning Review – High Density Residential

17

- Permitted Uses in High Density Residential Districts:
  - One-and two-family dwellings
  - Religious Institutions
  - Public schools, libraries, public parks, and playground
  - Hospitals and clinics
  - Nursing, convalescent, and group homes
  - Home occupations
  - Essential services
  - Accessory buildings
- Special Uses in High Density Residential Districts:
  - Multiple-family dwellings
  - Tourist accommodations

# Local Zoning Review – Medium Density Residential

18

- Permitted Uses in Medium Density Residential Districts:
  - One- and two-family dwellings
  - Nursing, convalescent, and group homes
  - Home occupations
  - Accessory buildings
- Special Uses in Medium Density Residential Districts:
  - Multiple-family dwellings
  - Tourist accommodations

# Local Zoning Review - Floodway

19

## □ Floodway

### □ Permitted Uses in Floodway Districts:

- Farming
- Animal Husbandry
- Roadside Stand
- Open recreation uses
- Wildlife, game, and forest preserves
- Off-street parking areas – no overnight parking permitted
- Historic, scientific, and scenic area preservation

### □ Special Uses in Floodway Districts

- Buildings associated with the permitted uses except for dwellings
- Community centers
- Kennels
- Dairies
- Circuses, carnivals, and similar transient amusement enterprises
- Railroads, streets, bridges, utility transmission lines and pipe lines
- Country clubs
- Excavation and removal of sand, gravel, stone, loam, dirt or other earth products

# Local Zoning Review – Area and Bulk

20

- High Density Residential
  - Min. Lot Size
    - 10,000 sq. ft. & 100 ft. wide
  - Max. % to be Occupied:
    - 60%
  - Max. Height of Building:
    - 50 ft.
- Medium Density Residential
  - Min. Lot Size:
    - 20,000 sq. ft. & 100 ft. wide
  - Max. % to be Occupied:
    - 30%
  - Max. Height of Building:
    - 30 ft.
- Floodway
  - Min. Lot Size
    - 20,000 sq. ft. & 100 ft. wide
  - Max. % to be Occupied:
    - 30%
  - Max. height of building
    - 35 Feet
- Commercial
  - Min. Lot Size:
    - 5,000 sq. ft. & 50 ft. wide
  - Max % to be Occupied:
    - 65%
  - Max. Height of Building:
    - 50 feet

# Wetlands & Floodplains

21

- Wetlands coverage
  - Close to the study area, wetland areas exist along the Beaver Brook and White Creek
- Floodplains coverage
  - The 100-year floodplain covers much of the same areas along the Beaver Brook and White Creek, but to a greater extent
- Aquifer
  - White Creek Aquifer runs beneath the study area
  - Its contamination due to agricultural activities led, in part, to the Village establishing its own municipal water system.
- Relevance to Study Area
  - Flood mitigation efforts continue simultaneous to this study
  - The results of these efforts will likely steer new development away from the White Creek – which crosses Main Street south of Broadway.
  
- *See Wetlands and Floodplains Map for details*

# Recreational Assets

22

- Village Park is located in the Town Center
  - ▣ Gazebo, public gatherings, outdoor summer concerts, and Farmers Market
- Carnival Grounds - Archibald Street
- Site for public gatherings and could be used for recreational purposes
- Others:
  - ▣ Battenkill River
  - ▣ Bancroft Public Library
  - ▣ Fort Salem Theater
  - ▣ Georgi Art Museum and Park
  - ▣ And many more...

# Agriculture

23

- Washington County has nine dedicated agricultural districts
  - ▣ Salem is a part of three of these districts
  - ▣ These districts provide a local protection for agricultural land
- According to 2007 census of agriculture there were 81 farms in Salem

# Public Workshop

24

- Today's task – SWOT Analysis
  
- Ways to have your say:
  - Group Discussion
  - Stickers
  - Sticky Notes
  - Comment Forms
  - Conversation

## SWOT Analysis: Opportunities

### Example 1: **Parking**

- . Available municipal parking lot space needs increased signage and improved access

### Example 2: **Infrastructure**

- . Salem could look for future grant opportunities to finance sewer infrastructure studies and implementation
- . If the Archibald Bridge is replaced there will be an opportunity to implement a pedestrian access bridge that will improve connectivity throughout the Main Street Area

### Example 3: **Aquifer**

- . Aquifer needs to be protected; implementation of rain gardens along sidewalks will improve water quality and enhance ability of the aquifer to recharge or investigate the establishment of a well to access this water as a public resource and tourism feature

# SWOT Analysis

25

- What is it?
  - Identifies strengths, weaknesses, opportunities, and threats of a community
- Strengths and Weaknesses are used to identify existing conditions
- Opportunities and Threats will help to establish a vision for the future

# Vision Statement

26

- What is it?
  - Captures a consensus of what community members most value about their community, and the shared image of what they want their community to become.
  - It inspires community members to work together to achieve the vision.

## DRAFT:

*Main Street in Salem is a bucolic, yet vibrant area of the community that embraces its heritage, community values, the arts, and surrounding agricultural landscape in supporting its thriving local businesses.*

# Group Discussion and Comment

27

- Please divide into a pair of groups to provide input on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) for the Main Street area in Salem.
  - We will work through the SWOT Analysis
  - Group leaders will present their group's consensus
- These comments will help the Steering Committee and B&L determine priority project and how best to prioritize them.

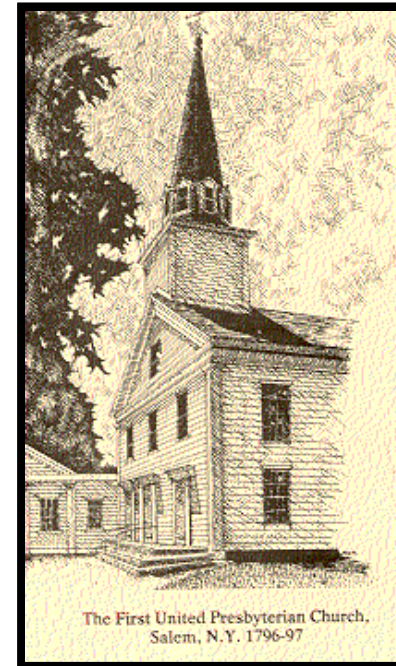
# Next Steps

28

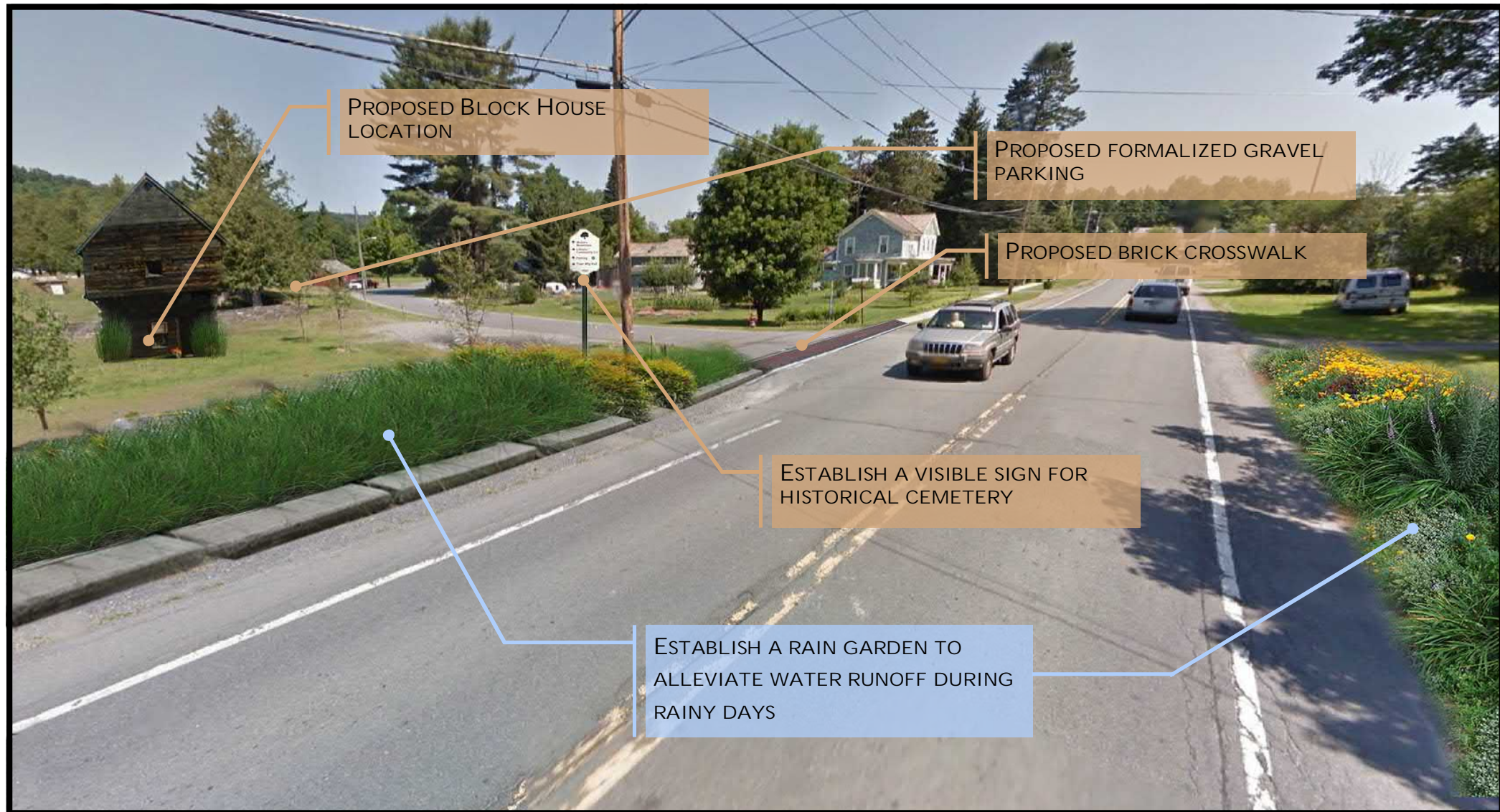
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# Thanks for coming!

29



# PERSPECTIVE 1: SOUTH MAIN ST. AND ARCHIBALD ST.



## PERSPECTIVE 2: MAIN ST AND BROADWAY



# PERSPECTIVE 3: NORTH MAIN ST. AND RAILROAD ST.

FORMER RAIL DEPOT

ESTABLISH BRICK CROSSWALK FOR TRAIL USERS AND TO IMPROVE PEDESTRIAN SAFETY

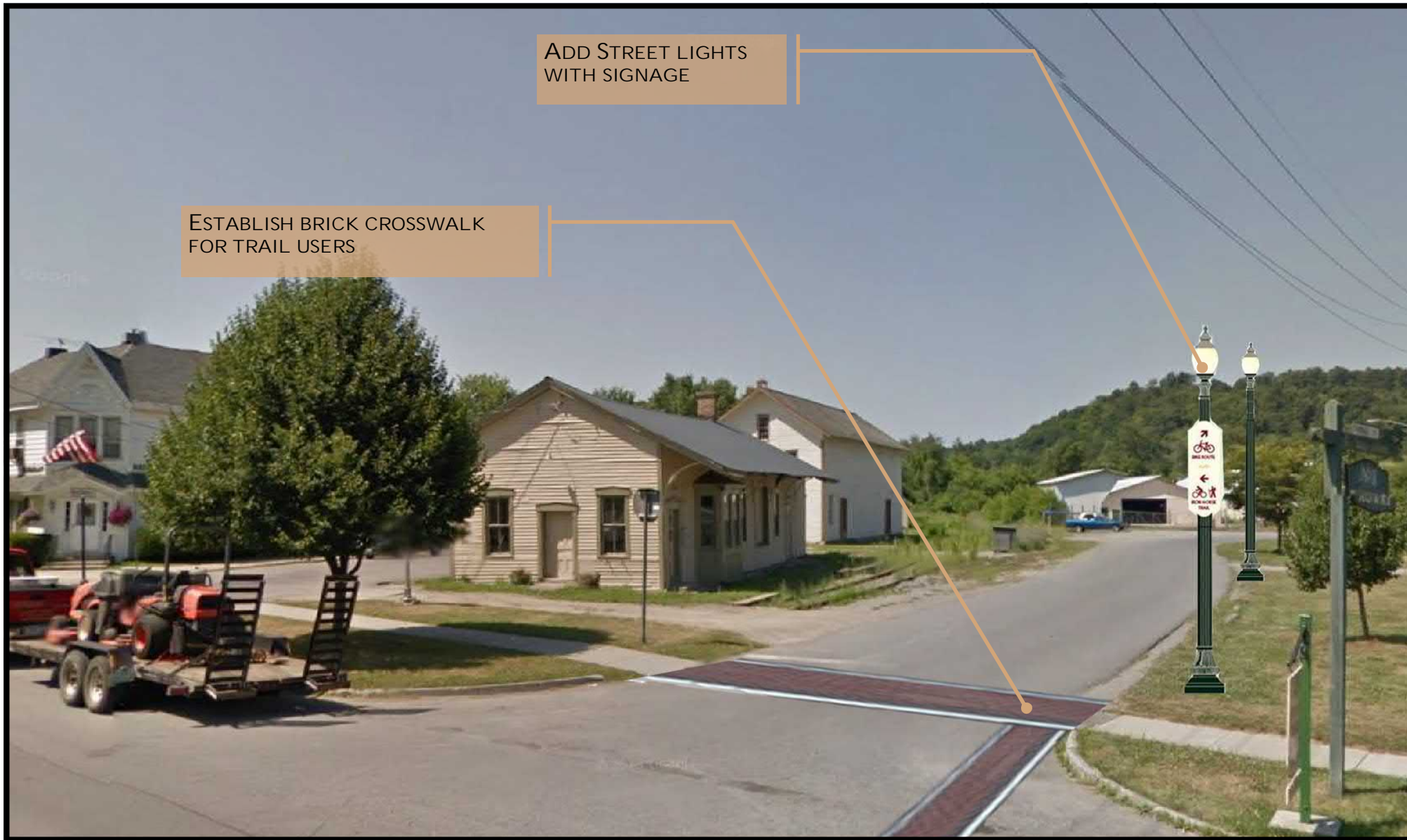


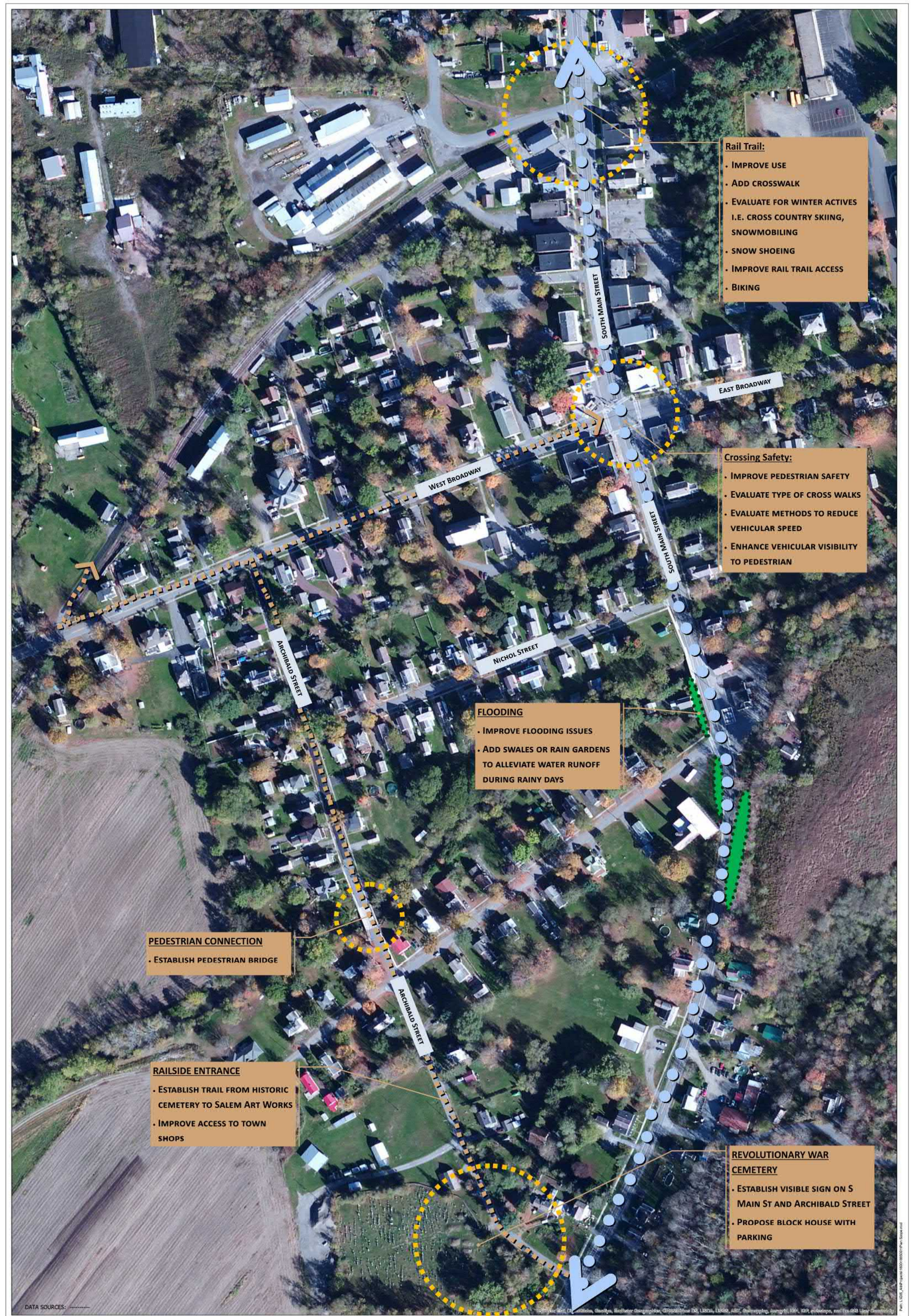
PHASE I: TRAIL CONNECTION TO SALEM CENTRAL SCHOOL CAMPUS

FUTURE RAIL TRAIL CORRIDOR THROUGH VERMONT TO GRANVILLE



# PERSPECTIVE 4: NORTH MAIN ST. AND RAILROAD ST.





**Rail Trail:**

- IMPROVE USE
- ADD CROSSWALK
- EVALUATE FOR WINTER ACTIVES I.E. CROSS COUNTRY SKIING, SNOWMOBILING
- SNOW SHOEING
- IMPROVE RAIL TRAIL ACCESS
- BIKING

**Crossing Safety:**

- IMPROVE PEDESTRIAN SAFETY
- EVALUATE TYPE OF CROSS WALKS
- EVALUATE METHODS TO REDUCE VEHICULAR SPEED
- ENHANCE VEHICULAR VISIBILITY TO PEDESTRIAN

**FLOODING**

- IMPROVE FLOODING ISSUES
- ADD SWALES OR RAIN GARDENS TO ALLEVIATE WATER RUNOFF DURING RAINY DAYS

**PEDESTRIAN CONNECTION**

- ESTABLISH PEDESTRIAN BRIDGE

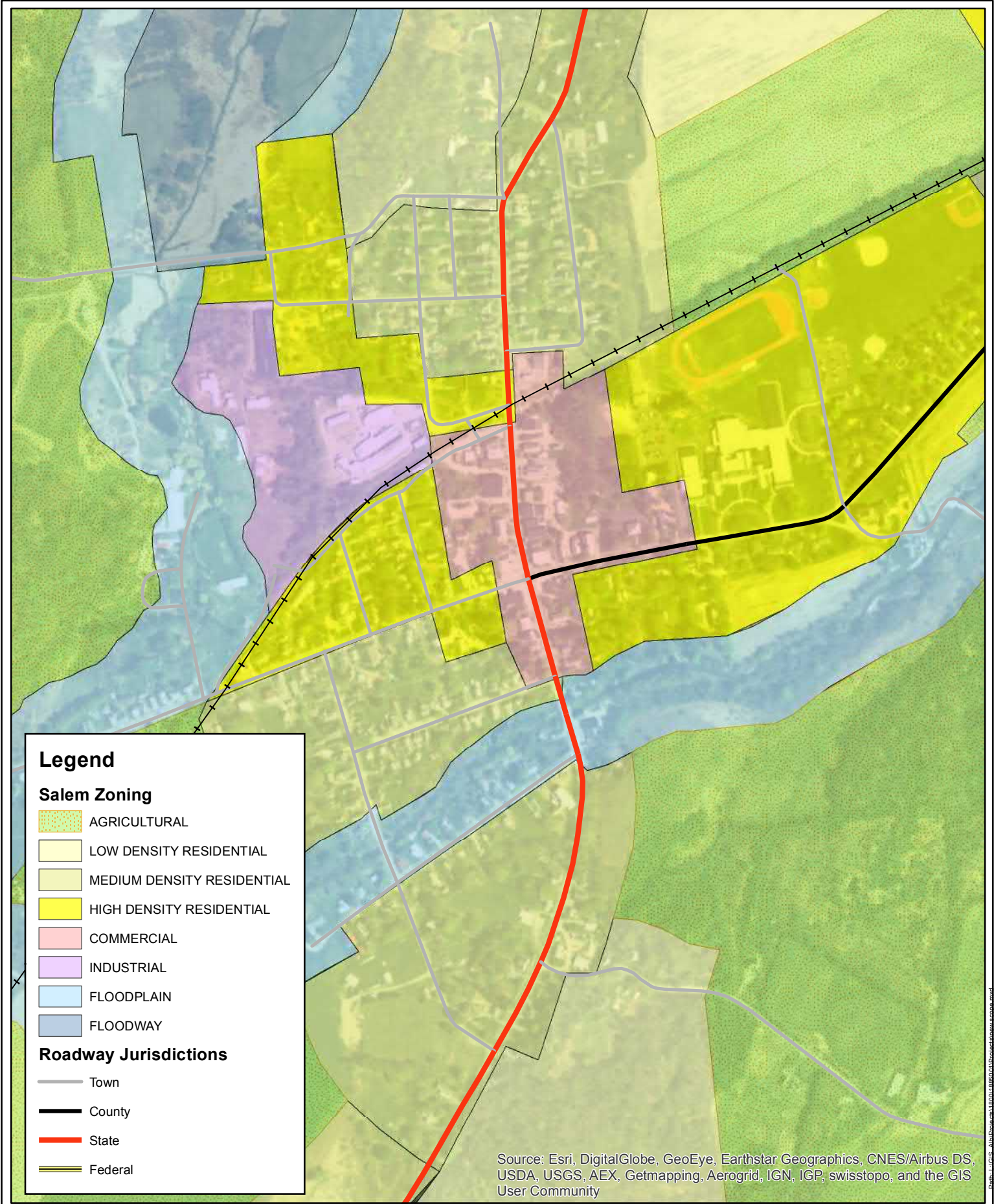
**RAILSIDE ENTRANCE**

- ESTABLISH TRAIL FROM HISTORIC CEMETERY TO SALEM ART WORKS
- IMPROVE ACCESS TO TOWN SHOPS

**REVOLUTIONARY WAR CEMETERY**

- ESTABLISH VISIBLE SIGN ON S MAIN ST AND ARCHIBALD STREET
- PROPOSE BLOCK HOUSE WITH PARKING

DATA SOURCES:



**Legend**

**Salem Zoning**

- AGRICULTURAL
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- COMMERCIAL
- INDUSTRIAL
- FLOODPLAIN
- FLOODWAY

**Roadway Jurisdictions**

- Town
- County
- State
- Federal

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community



1 inch = 750 feet

# SWOT Analysis - Strengths

34

- Quaint and rural community character
- Local historic agricultural and cultural heritage
- Arts community
- Natural resources
  - Agricultural/rural landscape and setting
  - Aquifer
- Main Street architecture and aesthetics

# SWOT Analysis - Weaknesses

35

- Lack of infrastructure needed to encourage business development
  - Sewer, crosswalks, appropriate parking
  - Dearth of employment opportunities in close proximity
- Lack of a nearby grocer
- Speeding along Main Street and Broadway
  - Lack of pedestrian safety
- Vacant homes and business fronts
- Non-cohesive of building frontages along Main Street
- Poor drainage, especially close to White Creek

# SWOT Analysis - Opportunities

36

- Change in the way parking is structured
  - Off-street shared parking, angled parking
- Removal of Archibald Street Bridge provides the opportunity for pedestrian bridge and connectivity
- Extension of rails to trails trail along D&H railroad
- Rain gardens to help protect aquafer
- Improved infrastructure will encourage to business development
  - Accommodate new grocer and expansion of existing businesses

# SWOT Analysis - Threats

37

- Lack of employment opportunities
- Commercial and residential vacancies
- Changing demographics
- Perception of parking unavailability
- Potentially hazardous traffic conditions
  - For both motorists and pedestrians

# TOWN OF SALEM RENAISSANCE PLAN

TOWN OF SALEM  
WASHINGTON COUNTY, NEW YORK



## Public Workshop Comments Summary

To: Town of Salem Main Street Renaissance Plan Committee  
From: Katie Crawford, Land Use Planner I – Barton & Loguidice, D.P.C.  
Re: Summary Notes – August 16, 2016 – Public Workshop  
Date: August 22, 2016

---

Meeting Location: Proudfit Hall  
Meeting Time: 7:00pm  
Meeting Attendees: See Attendance Sheet

### Summary Notes:

This was the second Public Workshop of the Town of Salem Main Street Renaissance Plan.

1. The workshop was dedicated to the following agenda items:

- ✓ *Project Scope and Schedule*
- ✓ *Introductions*
- ✓ *Community Involvement*
  - *Vision Statement Validation*
- ✓ *Public Information Meeting Recap*
- ✓ *Who is Salem?*
  - *Existing Conditions Summary*
- ✓ *Background Inventory Highlights*
- ✓ *Workshop Tasks*
  - *SWOT Analysis*
- ✓ *Next Steps*

2. The goal of the workshop was to:

- ✓ *Solicit and allow for further input from the general public; and*
- ✓ *Ensure concepts of the plan and the vision statement fit the vision of the community*

*Town of Salem Main Street Renaissance Plan  
Public Workshop Summary*

<u>Date</u>	16-August-16
<u>Location</u>	Proudfit Hall
<u>Attendance</u>	21 names on the sign-in sheet

**Salem 2040 Vision Statement Validation/Suggestions**

*Main Street in Salem is a bucolic, yet vibrant area of the community that embraces its heritage, community values, the arts, and surrounding agricultural landscape in supporting its thriving local businesses.*

Pleasing	Family-Oriented	Scenic	Natural Resources
Safe	Encouraging of Diversity	An Experience	Nature
Attractive	Culturally Rich	Colorful	Historic
Welcoming			

*Comments*

*Metrics such as: doubling business in the area, increasing employment opportunities, and attracting families should be added to the statement*

**SWOT Analysis:  
Strengths**

Community Character/Strength of Community

- Salem has a small town community character and unique Main Street businesses

Surrounding Natural Resources

- Freshwater aquifers and the White Creek - These natural groundwater resources should be maintained and protected to become a natural resource asset for future generations

Rich Heritage (library, historic depot, historic housing stock, and courthouse)

- The Revolutionary War Cemetery brings American history enthusiast who then patronize local businesses
- The agricultural and artistic communities are well represented in Salem and the architecture and aesthetics along Main Street represent this rich heritage

Size and Location of Community

Unique Business Attractions

*Comments*

Open space, vistas, agricultural presence, and the intellectual value of members in the community are all strengths of the community

SWOT Analysis:  
*Weaknesses*

Lack of sewer and bike-able infrastructure, pharmacy, and local grocer

Unoccupied homes and storefronts

Poor visibility of storefronts

- Maintenance of street trees in needed

Municipal Finances/Tax Base

Lack of police presence and pedestrian safety

- Speeding along NY-22 leaves pedestrian, as well as other motorists, vulnerable

Lack of connectivity in surrounding areas

Lack of/inaccessible parking – especially handicapped parking

- Parking areas need more signage and maintenance of foliage

Comments

Lack of youth recreational opportunities, Town website needs improvements, many residents of the Town are not coming into the town center for shopping, dining, or recreation – these people need to be attracted to the Town Center, Rt. 22 is too wide, and lack of fitness center are all weaknesses within the Town

SWOT Analysis:  
*Opportunities*

Space along Main St. should be utilized for parking

- Available municipal parking lot space needs increased signage and improved access

Historic, Agricultural, and Artistic heritage and assets should be celebrated and capitalized through a festival or celebratory event

Historic Walking tour of Town should be enhanced

Public recreation should be enhanced – Little League fields should return to Salem

Zoning Update - Signage Ordinance should be revisited and façade guidelines should be made

Attract a diverse range of restaurants, services and business

Sewer and pedestrian infrastructure improvements should be made

- Salem could look for future grant opportunities to finance sewer infrastructure studies and implementation
- If the Archibald Bridge is replaced there will be an opportunity to implement a pedestrian access bridge that will improve connectivity throughout the Main Street Area

Comments

Restore Bancroft Library, potential rail trail (or walking trail/fitness trail), increase the number of community events, the carnival lot could be better utilized, and the aquifer should be protected.

## SWOT Analysis: *Threats*

Lack of employment opportunities

- Lack of employment opportunities makes attracting new residents and families to the area difficult

Unthoughtful development

Commercial and residential vacancies

- Commercial and Residential vacancies can create challenges related to blight and vandalism if properties are left unoccupied and unattended for a long period of time

Lack of hospitality and tourism accommodations should be addressed

The Town is falling behind on technology – internet and cell phone accessibility

Changing Demographics

- Salem has a growing elderly population (age 60+), changes in demographics may mean more senior services such as senior housing and other senior services may be necessary to provide
- Aging population should be taken care of – senior services (senior housing)

## Comments

Lacking major retailers, school district number are down, and youth are not staying in the community

Action Items:

B&L will:

- Prepare Workshop Summary and distribute to Committee
- Workshop Summary will also be sent to those who left email addresses on the sign-in sheet
- Continue compiling the Draft Plan

Committee will:

- Continue to receive feedback from the community, forwarding it on to B&L to be incorporated in the plan
- Review the Workshop Summary to ensure nothing was missed

Next Meeting Date:

- Steering Committee Meeting – Committee will recap public workshop and its feedback via conference call with B&L
- Upcoming Schedule
  - ~~Tuesday, July 26, 2016 – Public Information Meeting~~
  - ~~Tuesday, August 16, 2016 – Public Workshop~~
  - Draft expected by Mid-September, 2016
  - Final Presentation to Town Board October, 2016

**Appendix D**  
**Sign-In Sheets**

# SALEM MAIN STREET RENAISSANCE PLAN

## Public Information Meeting Main Street Master Plan

July 26, 2016, 7:00 PM  
Proudfit Hall, Salem, NY

### Sign In Please:

Name	Address	Preferred Phone #	email
Marla Madsen	P.O. Box Salem 12865		MARLA1949@YAHOO.COM
Sue Keyes	E. Broadway Salem 12865		suekeyes@hotmail.com
Tom Mc Morris	28 mt. View Way Salem NY		mc_morris1@hotmail.com
Al Cormier	36 E. Broadway Salem NY		wcormier1@nycap.ny.com
Florence Rudio	1084 C.R. #40 Salem NY 12865		erudiogf@yahoo.com
Margaret Clayton	P.O. Box 193 Salem N.Y 12865		
Joan Millblak	" " " " " "		None
Robyn Scutt	Po box 29 salem		faenydaleshop@gmail.com
Michele Bardwell	Po Box 97 Salem		R.Bwell12@att.net
John Bardwell			
Alesa Wilson	560 Blind Buck Rd, Salem 12865		wilson a 9 @ yahoo.com
Pat Gilchrist Town Clerk	596 Co. Rte-64-ShirShan 12863		patriciatownclerk@gmail.com



Name	Address	Preferred Phone #	email
Laura Driver	177 S MAIN ST	518-854-9460	
Ray + Beth Dugnette, Sr	196 NORTH MAIN	518-552-4046	ROUNDBALEFARM589@GMAIL
My Southern Gard	464 Duff Lake Rd	854-5472	Gardenworks1@verizon.net
Vivian Colli Ackerman	469 Smith Rd.	854-7221	viviacioli@aol.com
ALLIE + JANET SWETNS	189 MAIN ST	854 9161	aswetns2@NYCAP.RR.COM
Ed Hutchins.	17 Bowers Lane	727-8612	ed@artistbooks.com
Sue Cary	23 East Broadway	518 854 3857	sueclary@hotmail.com
Jeremy Espinosa	178 South Main St	514-3444	espinosa1@yahoo.com
Dan Clon	41 E Broad	854-7855	clonlover@salemcsd.org
Seldon Brown	116 E. Broadway		
Tom TANAIKA	119 E BROADWAY	854 2445	Hanaka2556@gmail.com
Rich Butler	39 Park Place Salem	854-9573	rgronway@yahoo.com
MATTHEW PARKER	428 BLIND BUCK RD SALEM	854-7742	salenpe@hotmail.com
Laura Dunin	2027 CL 133	854-2833	laurae/laurasgardensite.ca
Kate Dunin	"	"	"
Jan Baxter	179 So Main Salem	617 835 1463	lanjanb@so.com
Melissa Carll	56 Pitts Hill Lane, Salem	609-364-1144	melissa.K.Carll@gmail.com
Don McPhee	194 Main St, Box 577 Salem NY 12865	854-9111	mcpheelawoffice@gmail.com
Tina Fleming	41 Archibald St.	854-9134	tfleming0707@aol
Sim Allison	56 Gilles Hill	854-3998	sir-story@earthlink.net
Mighan Phafen	Greenwich	Pres 692-2266	
Cynthia Weirich	272 N. Main, Salem	212-663-0571	<del>synthia.weirich@att.net</del> cynthia.weirich@att.net

# SALEM MAIN STREET RENAISSANCE PLAN

## Public Workshop

August 16, 2016, 7:00 PM

Proudfit Hall, Salem, NY

Name	Address	Preferred Phone #	email
Laura Dunham	2037 Al (S3) Stn	854 3833	laura@laurasgardensite.com
Linda Maslo	Salem		MARLO1949@Y2/100.COM
Sue Keyes	E. Blvd	854-9497	suekeyes@hotmail.com
Jan Green	52 E Broad	854-7602	
Michelle & John Baidwell	279 Blind Buck Rd		
Margaret Clayton		232-4390	
BOB SOUTHERLAND		854-3472	GARDENWORKS1@VERIZON.NET
John M. Blah		232-4390	
Vereny Espinosa			
Al Cormier		854-3527	
JIM CAROLAN			
Meghan Phalen			GJPReporter@aol.com
Fanny Hand Higby		854.7232	fanny.hand.higby@gmail.com



Name	Address	Preferred Phone #	email
Jan Baxter	179 So. Main	617 835 1463	jancofingerbaxter@gmail.com
Jay Kerr	11 E Broadway	212 582 5118	fartsalem@gmail.com
Paul Glor	41 E Broadway	518 854 7855	dglor@salem.csd.org
Ed Atkins	17 Bowers Lane	518 727 8612	ed@artistbooks.com
Sue Clary	23 East Broadway Salem	518 854 3857	sueclary@hotmail.com
Vivian Cielli Ackerman	469 Smith Rd.	1-518-854-7221	vivianacioli@aol.com
Cynthia Weirich	272 N. Main	212 - 663-0571	Cyn already have my email cyn.hua@weirich.com
David Deeren	Carranch	208-250-1446	backshot03@gmail.com

## **Appendix E**

### **Community Input Photographs**

# DRAFT VISION STATEMENT

[SALEM MAIN ST. 2040]

## ADJECTIVES

pleasing

safe

attractive

welcoming

A destination

nature

natural resources

family-oriented

encourage diversity

culturally rich

historic

scenic

an experience

colorful

## METRICS:

Doubling business in area

Increasing Employment opps

Attracting families

# SWOT Analysis: Strengths, Weaknesses, Opportunities, & Threats

## STRENGTHS

### Example 1: Community Character

Salem has a small town community character and unique Main Street businesses

These qualities should be maintained and can be used to encourage more people to live in and visit Salem

**NATURAL RESOURCES SURROUNDING**

### Example 2: Rich Heritage

Salem has a rich and well known history

The Revolutionary War Cemetery brings American history enthusiasts who then patronize local businesses

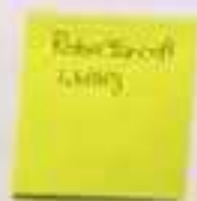
The agricultural and artistic communities are well represented in Salem and the architecture and aesthetics along Main Street represent this rich heritage

### Example 3: Unique and Precious Natural Resources

Freshwater aquifers and the White Creek

These natural groundwater resources should be maintained and protected to become a natural resource asset for future generations

**2<sup>nd</sup> WATER SYSTEM**  
**LIBRARY**  
**SIZE + LOCATION**  
**PEOPLE + COMMUNITY SPIRIT**  
**SCHOOL CAMPUS**  
**UNIQUE BUSINESS ATTRACTIONS**  
**LONG TERM**



# 'Far - But Not too far'

SWOT Analysis: Strengths, Weaknesses, Opportunities, & Threats

## STRENGTHS

### Example 1: Community Character

Salem has a small town community character and unique Main Street businesses. These qualities should be maintained and can be used to encourage more people to live in and visit Salem.

growth

adaptive

strength of community

### Example 2: Rich Heritage

Salem has a rich and well known history.

The Revolutionary War Cemetery brings American history enthusiasts who then patronize local businesses.

The agricultural and artistic communities are well represented in Salem and the architecture and aesthetics along Main Street represent this rich heritage.

protecting historic housing stock

Capabilizing on Salem's History

Historic Dept

### Example 3: Unique and Precious Natural Resources

Freshwater aquifers and the White Creek.

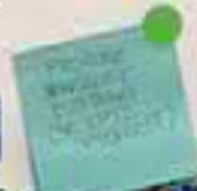
These natural groundwater resources should be maintained and protected to become a natural resource asset for future generations.

- open space & vistas
- potential rail trail
- light pollution mitigation

• Existing businesses (long standing)

• Agriculture presence

Intellectual Value  
Court House



# SWOT Analysis: Strengths, Weaknesses, Opportunities, & Threats

## WEAKNESSES

### Example 1: Lack of Sewer Infrastructure ●

- Lack of infrastructure hinders further business growth and development along Main Street and threatens natural water resources

### Example 2: No Nearby Grocer

- There is no place for residents to easily purchase food

### Example 3: Lack of Pedestrian Safety

- Speeding along NY-22 leaves pedestrian, as well as other motorists, v

### Example 4: Parking Availability

- Parking areas need more signage and maintenance of foliage

### Example 5: Visibility of Main Street Storefronts

- Maintenance of street trees in needed

SNR HOUSING ●

DERELICT HOME

DOT NY-22 ROW/width

LACK OF HEALTH FACILITY

Lower pop, used to traveling for services

● Lack of public transit

● Lack of police presence

● PUBLIC NOTICE/AWARENESS

LACK OF HANDICAPPED PARKING

PROPERTY TAX BURDEN on residents

● Diversity of Town Board

LARGE Restaurant

(public or private)

FITNESS

# SWOT Analysis: Strengths, Weaknesses, Opportunities, & Threats

## WEAKNESSES

### Example 1: Lack of Sewer Infrastructure

- Lack of infrastructure hinders further business growth and development along Main Street and threatens natural water resources

### Example 2: No Nearby Grocer

- There is no place for residents to easily purchase food

· **lack of pharmacy**

### Example 3: Lack of Pedestrian Safety

- Speeding along NY-22 leaves pedestrian, as well as other motorists, vulnerable

### Example 4: Parking Availability

- Parking areas need more signage and maintenance of foliage

· **unoccupied homes**

### Example 5: Visibility of Main Street Storefronts

- Maintenance of street trees in needed

**Municipal Finances**

- Residents not coming to Town: How do we get them to Town Center

**Change**  
· ~~Bad~~ management of Ag. & Ag. Issues

- Lack of rec. opportunities for Youth

· Website & information disputes

Lack of  
· Police presence

· Lack of internet connectivity  
· 4-22 Area



# SWOT Analysis: Strengths, Weaknesses, Opportunities, & Threats

## OPPORTUNITIES

### Example 1: Parking

- Available municipal parking lot space needs increased signage and improved access

### Example 2: Infrastructure

- Salem could look for future grant opportunities to finance sewer infrastructure studies and implementation
- If the Archibald Bridge is replaced there will be an opportunity to implement a pedestrian access bridge that will improve connectivity throughout the Main Street Area • **CAROL AVE**

### Example 3: Aquifer

- Aquifer needs to be protected: implementation of rain gardens along sidewalks will improve water quality and enhance ability of the aquifer to recharge or investigate the establishment of a well to access this water as a public resource and tourism feature

- REVISIT SIGNAGE ORDINANCE
- WALKING TRAIL FORMALIZE
- RAIL TRAIL - Connect with Granville  
- Like Bridge & Flowers

### Historic Tours

Service oriented business

- Attracting a pharmacy

### ZONING UPDATE

PROMOTE ASSETS to resolve weaknesses  
Views, acreage

- ↑ Diversity (Mexican restaurant)  
Fire house Chinese community room



# ●●● Harvest Festival

Analysis: Strengths, Weaknesses, Opportunities, & Threats

Secondary lot

OPPORTUNITIES  
History - Ag. - Arts } Festival / Celebration ●●●

## Example 1: Parking

- Available municipal parking lot space needs increased signage and improved access
- utilizing the space along Main St. ●●

## Example 2: Infrastructure

Salem could look for future grant opportunities to finance sewer infrastructure studies and implementation

If the Archibald Bridge is replaced there will be an opportunity to implement a pedestrian access bridge that will improve connectivity throughout the Main Street Area

● Removing Bridge

(Lakes - Locks historic / walking tour booklet)

## Example 3: Aquifer

Aquifer needs to be protected; implementation of rain gardens along sidewalks will improve water quality and enhance ability of the aquifer to recharge or investigate the establishment of a well to access this water as a public resource and tourism feature

●

●● Events

● Historic Site Walking Tour (revitalize existing walking tour)

● Historic home/building plaque

● Public Rec. Fields (Little League)

● Local Artisan Festival / Event

● Time limited parking on Main St. ●●●

● Assets in Churches, Local Artists

●

SWOT Analysis: Opportunities (2)

# SWOT Analysis: Strengths, Weaknesses, Opportunities, & Threats

## THREATS

### Example 1: Lack of Employment Opportunities

- Lack of employment opportunities makes attracting new residents and families to the area difficult

### Example 2: Commercial and Residential Vacancies

- Commercial and Residential vacancies can create challenges related to blight and vandalism if properties are left unoccupied and unattended for a long period of time

### Example 3: Changing Demographics

- Salem has a growing elderly population (age 60+), changes in demographics may mean more senior services such as senior housing and other senior services may be necessary to provide *employment*

*MAJOR RETAIL  
WIFI / CELL PHONE SERVICE ●  
SCHOOL DISTRICT #'s ↓  
Youth Flight*

preventing  
unthoughtful  
development

## SWOT Analysis: Strengths, Weaknesses, Opportunities, & Threats

### THREATS

#### Example 1: Lack of Employment Opportunities

Lack of employment opportunities makes attracting new residents and families to the area difficult

#### Example 2: Commercial and Residential Vacancies

Commercial and Residential vacancies can create challenges related to blight and vandalism if properties are left unoccupied and unattended for a long period of time

facade  
guidelines/  
regulations

#### Example 3: Changing Demographics

Salem has a growing elderly population (age 50+), changes in demographics may mean more senior services such as senior housing and other senior services may be necessary to provide

• Lack of infrastructure  
• sewer  
• parking

• Declining tax base

• Hospitality  
Accommodations

• Falling behind  
on technology

• Few food opportunities



Conceptual Map

Perspective 1: South Main St. and Archdale St.



Yellow sticky note with handwritten text.

Yellow sticky note with handwritten text.

BL logo

Orange sticky note with handwritten text.

Perspective 2: Main St. and Ballinway



BL logo

Perspective 3: North Main St. and Kalamazoo St.



BL logo

Perspective 4: North Main St. and West Street St.



Yellow sticky note with handwritten text.