

# Salem Area Sustainable Comprehensive Plan:

*A Community Vision and  
Comprehensive Plan Created through the Principles of  
Sustainability*



## **Cooperating Partners:**

Salem Area Chamber of Commerce  
Salem Utilities Commission  
The City of Salem  
Ohio State University Extension  
Sustainable Development Initiative



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## **Executive Summary**

Salem Area leaders undertook a number of years ago a planning process to engage the community in the creation of a comprehensive plan. The purpose of this plan was to guide the future growth and development of the Salem area. Salem's plan is unique in that it is built upon the cornerstones of sustainability. Ohio State University Extension's Sustainable Development Initiative Program (SDI) was chosen to help develop and facilitate the planning process and assist local leaders and residents in the creation of a sustainable plan. This document is the culmination of that visioning and planning process. The numerous volunteers, community leaders, residents, public officials, organizations and others who were involved in the creation of this plan, and who gave many hours of their time and shared their insights, must be thanked; this is truly a community generated, community led document and is based on the Salem Area's shared vision of a desired, sustainable future.

### **What Makes a Sustainability Plan Unique?**

Sustainability is based on finding and building upon the balance between the economic, environmental and social sectors of what creates a community. Each sector is intentionally connected to the other sectors to assure the availability of resources necessary to provide opportunities not simply for today but also for future generations. Every community must establish the cornerstones upon which it will build and sustain itself. The leaders of the Salem Area have chosen to build their community on the cornerstones of sustainability. Four cornerstones of sustainability have guided the process of the Salem Area's visioning and planning. These cornerstones are as follows:

1. **Balanced and Interconnected:**

The concept of sustainability is defined as finding the long-term balance between environmental (built and natural) sensitivity, social equity, and economic vitality. Within this context, sustainability seeks to find and nurture a balance among these three key sectors that impact the viability and vitality of a community. Sustainability means giving all three factors careful consideration and act with intentionality, not causality, as community planning, development and redevelopment efforts move forward. The comprehensive planning process has drawn these linkages, arriving at holistic and consensus community goals and actions.

2. **Long Term:**

Sustainability planning is about looking out generations, not just decades as is the case with most planning efforts. By focusing on the long term it

forces us to look beyond the more immediate conflicts and begin to articulate what we want the future to be. Salem's plan is a long range plan, envisioning the sustainable community for our grandchildren and great-grandchildren.

3. Inclusionary:

Sustainability planning is a resident-driven process which insures that all segments of the community have the opportunity to become part of the process. In the Salem area inclusion was accomplished in two ways: first, by insuring that the steering committee and workgroups were comprised of members of all segments of the community, and second, by insuring that barriers to participation in establishing the community vision were reduced.

4. Multi-dimensional Indicators:

Multi-dimensional indicators provide an effective method to track and measure if chosen community goals are helping to reach the community's shared vision. They are multi-dimensional because they consider social, economic and environmental qualities in measuring progress.

## **Process**

I. Creation of a Shared Salem Area Vision

Resident input was obtained through face-to-face vision sessions conducted with various organizations and groups in the community, surveys of high school students and their parents, and comments received through a Chamber-sponsored web site. Over 1,080 Salem area residents of all ages, ethnicity, race, backgrounds and walks of life gave of their valuable time to provide their priorities, thoughts and dreams in this year long visioning process which began in the summer of 2005. What emerges from this input is a commonly shared ethos of Salem Area community residents. This shared vision will provide direction and goals for the next stage of this planning process, that is, the creation of the Salem Area's resident-directed comprehensive plan built upon the cornerstones of sustainability. Salem's Vision Report is available for review from the Salem Area Chamber of Commerce.

II. Development of a Sustainable Comprehensive Plan

As a result of the resident Visioning process, seven major themes emerged that captured resident's future desires for their community. These themes were then

used to determine the needed sections of the comprehensive plan. The seven themes were:

1. Economic Development
2. Education
3. Parks, Recreation and Natural Resources
4. Infrastructure and Transportation
5. Housing
6. Community Services and Values
7. Historic Properties and Built Environment

Workgroups were then formed around each of these sections. They were led by community leaders who had an interest in and knowledge of the particular subject area. Workgroup members included interested residents, leaders, and experts in the particular subject matter addressed by each section. These workgroups met to develop a section plan based on the resident's shared vision, workgroup member's insights, and the expertise of technical experts.

Each of the chapters of this plan represents the work of these workgroups. OSU Extension Sustainable Development Initiative facilitators/consultants helped to provide data and research, organize the sections of the plan, and provide coordination and report writing where needed. The Growth Management Chapter, written last, integrates the major goals formulated by each of the Workgroups, with the community vision as a guide, to insure a sustainable, balanced approach to the future growth and development of the Salem Area.

Respectfully Submitted:  
Salem Area Chamber of Commerce  
City of Salem  
Ohio State University Extension Sustainable Development Initiative



## **Growth Management and Land Use**

### **Summary**

Salem area residents value many features, characteristics and assets in their community including:

- The small town, friendly environment with close proximity to urban services and amenities. Salem is a small community that is safe, where residents enjoy walking, but also has good transportation networks that make shopping and amenities of Boardman, Youngstown and Alliance easy to access.
- Their Quaker heritage and traditions, and historic neighborhoods, Downtown and South Lincoln Avenue Historic Districts and individual historic properties
- Local organizations such as Foundations, service providers, Salem Area Chamber of Commerce, local volunteers, recreational facilities, programs and sports
- Existing industry, new entrepreneurs and young professionals, and growing retail offerings
- The downtown with its variety of locally owned businesses, historic buildings, vibrancy and friendly atmosphere

Any growth management and land use plan for the Salem area will need to balance the resident's desires for a more vital local economy, recreation and sports opportunities, walkability and bikeability of the community, improvements to existing housing and neighborhood preservation, and expanded retail and housing development where appropriate. The use of the land and the well thought out placement of structural types and uses in designated areas of the community will guide the future growth patterns of the Salem area.

Where it is appropriate the Salem area community desires to encourage and provide for development which respects a commitment to maintaining a small town feel and a family-friendly quality of life. They believe that a development policy that is carefully formulated and wisely managed, and employs Salem area resident's desired vision of their future, will create the quality of life that will support and attract business activity and new residents.

Contained in this section are the land use objectives, strategies and actions recommended to implement the Salem Area Comprehensive Plan.

## **Existing Conditions and Trends**

The Salem area's local economy has faced challenges over the past decade due to losses in basic manufacturing jobs. The relocation and closing of many main stay industries is a trend that has been affecting the whole of Ohio with its traditional reliance on an economy that is heavily weighted toward basic manufacturing. In 1970 manufacturing jobs comprised 53.4% of Columbiana County's total workforce and many of the largest manufacturers were located in the Salem area. By 2006 manufacturing jobs comprised less than 15% of Columbiana County's total workforce, a decrease that has occurred within the working lifetime of many Salem area residents. Existing and emerging industries throughout the U.S. are now requiring trained, skilled, educated workers in order to remain competitive in the new knowledge based economy. Salem's workforce, with its traditional reliance on lower skilled jobs, is now challenged to increase educational and skill attainment in order to become more attractive to the new economy's well paying employers. Recent trends in Salem's business community are encouraging with the emergence of young, creative entrepreneurs who are helping to reshape Salem's existing industries and businesses, and are successfully starting and growing new ventures.

In terms of population growth, townships are the fastest growing political subdivisions throughout Ohio while many cities are losing population. Following this trend, population growth is occurring in Perry Township while the City of Salem's population is growing smaller. Out migration from the city is the result of certain trends: Salem's population is growing older and moving, a shortage in local job opportunities has spurred relocation to find work, high school seniors leaving the community for further education often do not return, and new housing in the township has attracted Salem residents who want a more rural living environment.

Educational attainment in the Salem area, when compared to the state of Ohio and the U.S. as a whole, is ahead in some key factors and needs improvement in others. While Salem High School graduation rates at 82.45% are higher than the U.S. average of 79.62%, only 10.71% of Salem residents hold a Bachelors degree, compared to the U.S. at 15.16% and the Ohio at 21%. The perception of a quality K-12 educational system and the educational attainment of graduates are key factors in attracting new residents to and retaining young professionals in a community. Salem City schools are striving to be competitive with other, nearby community's systems and regional private school options in order to attract and retain residents, including higher income professionals, who can stimulate the economy of the Salem area by investing in homes and purchasing goods and services.

## Salem Area Sustainable Comprehensive Plan Growth Management and Land Use

The Salem area has a largely untapped resource in the Kent State University Salem Campus, located only three miles from the center of the city. KSU Salem offers Bachelor's and Master's degrees in a variety of disciplines. KSU Salem also provides lifelong learning opportunities through its Continuing Education and provides employee training services for local employers. Educational attainment and skill development is increasingly important in the new, knowledge based economy. The KSU Salem Campus provides an ideal resource through which to increase the knowledge, skills and expertise of the Salem area workforce.

Housing in the Salem area has been affected both by economic distress due to economic restructuring and by the foreclosure crisis occurring throughout the U.S. As a result, an increasing number of homes are deteriorating, vacant and abandoned. The existence of these structures in otherwise attractive neighborhoods raises community concerns that they will decrease property values, impact on quality of neighborhood life, and spur further deterioration. A positive feature of Salem's housing is the large number of condominiums, which allow older residents to "age in community" by moving into more appropriate, low maintenance housing. This churn also frees up single family housing for new homeowners. Available land for new construction of housing is sufficient through a number of quality subdivisions in different income ranges.

### **Critical Growth Management Issues**

The Salem area has chosen to underpin and build their Comprehensive Plan on the principles of sustainability, seeking to interconnect and balance the economic, social and environmental considerations of the community. Salem has decided to become a sustainable community by seeking equity and balance among these three areas, and building this balance into the goals, objectives and strategies of their plan. The seven sections of the Comprehensive Plan – Economic Development, Infrastructure/Transportation, Housing, Community Services, Parks and Recreation, Historic Preservation and Education – all come together in this plan to build community economic, social and environmental vibrancy in a sustained manner.

### **Growth Management Objectives**

In order for Salem to create a continuous growth pattern, a number of objectives must be addressed within the Comprehensive Plan. Continuous growth is not only about a steady increase in population or simply the development of new businesses with an increase in financial wealth. It is also about capturing more value from existing businesses, institutions, government, community residents, infrastructure and the built and natural environment. To accomplish this steady growth the Salem community must manage existing and future resources to maximize their potential. The emphasis must also be on objectives that bring

value within the economic, social and environmental sectors of the community. Therefore, the growth management objectives and strategies are captured within the categories of Economic Vitality, Social Equity and Environmental Sensitivity.

### **Economic Vitality**

Objective: Prepare the workforce of tomorrow and build on a new economy

Strategies:

- Build a strong workforce training system to retrain existing workers
- Change the image of the Salem City School District among potential and existing Salem area residents to one of an excellent educational system
- Create an economic development support system that focuses on the assets of locally owned businesses

### **Social Equity**

Objective: Assure that all residents have access to the networks that create and build community

Strategies:

- Improve the educational attainment of Salem area residents through workforce training, skill development beyond high school, higher education and advanced degrees, and lifelong learning
- Provide coordinated community services to help residents access the resources of these organizations
- Grow the number of and increase access to the art and cultural amenities of the community
- Establish and build upon a strong collaboration between Salem City and Perry Township to efficiently and effectively create quality service delivery and space for future growth

### **Environmental Sensitivity**

Objective: Maintain and expand an environment that strengthens an individual's physical, mental and emotional well-being

Strategies:

- Enhance the built environment through neighborhood preservation and housing improvement; removal of abandoned housing; improvement of blighted housing
- Capture and expand the unique qualities of the history of Salem through the care and reuse of historic structures and the preservation of historic districts

## Salem Area Sustainable Comprehensive Plan Growth Management and Land Use

- Extend and improve infrastructure to future growth areas to spur development efforts
- Expand affordable, quality high speed internet for business and industry and consumers
- Coordinate and expand recreational programs, facilities and open spaces
- Create a walkable, bikeable community to promote healthy lifestyles and alternative forms of transportation

### **Sections of the Comprehensive Plan**

The various sections of the Salem Area Comprehensive Plan provide key goals, objectives, strategies and action steps that will successfully address the objectives and strategies of the growth management plan. They also provide indicators that should be used to evaluate progress toward meeting these goals. These sections were developed by community leaders and residents through a collaborative planning process. This process gathered information regarding current conditions, included an educational phase to gain knowledge regarding new technologies and strategies, and then finally prioritized the elements of each section based on attainable outcomes leading to the impacts desired within the growth management section.

## **Economic Development**

### **Summary**

The City of Salem and the surrounding area has seen a shift in the local economy from a large manufacturer base to a small manufacturing and entrepreneur based economy. Opportunity exists to further develop the local economy through support of enterprise development activity within the retail, historic tourism, locally grown manufacturing sectors and entrepreneur assistance. Critical aspects of a successful Salem economy include:

- The history of successful business in Salem has centered around local ownership and development
- The proposed action items of enterprise development and support are not new to Salem, it is an extension of the blueprint which has always been successful in the community.
- The development of entrepreneurship creates a wide base upon which a community can build including interest in local economies, housing, schools and infrastructure.
- Support to young professionals who develop businesses that reinvest their profits in sustained business growth, the community and the local workforce.
- Builds on history of Salem Area Industrial Development Corporation especially as a public/private partnership

### **Planning Issues**

- Building a quality workforce: The change from an industrial based economy to one that is built around a service economy requires the retraining of the current workforce.
- The ability of the local educational system to provide an excellent educational experience for area students is critical in preparing a quality workforce and attracting residents to the community.
- Support for new business development: The shift to a new economy requires a community structure that supports the development of new business start-ups. Salem needs to create an environment that provides assistance to entrepreneurs interested in locating and expending their business in the community.

### **Existing Conditions and Trends**

Salem has a rich history of industrial innovation and management. The evolution of industry emanates from early entrepreneurs in the foundry, metal working and building supplies industries. Major employers, such as American Standard, Eljer,

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and Crane existed as incarnations of acquisitions of companies founded by Salem entrepreneurs nearly a century earlier. Salem’s growth over the past century can be attributed to the success of these locally built businesses and the supporting businesses they spawned. In addition the Salem Area Industrial Development Council (SAIDC) organized to focus community support towards the attraction of new business combined with the retention and expansion of existing business. Land was obtained for future industrial development which has resulted in the successful location of businesses in current industrial park areas. SAIDC served as a private sector development organization that collaborated with public officials to capture industrial development opportunities for the community.

In the past 20 years, however, Salem has not participated in the growth of the nation. While the population of the country increased by more than 60 million people, Salem’s population was stagnant. As corporations sprung up and grew in other parts of the country, Salem has lost the stalwarts of its economy to shifts in industries and globalization. An understanding of the current economic conditions within Salem is captured through a look at some statistical information.

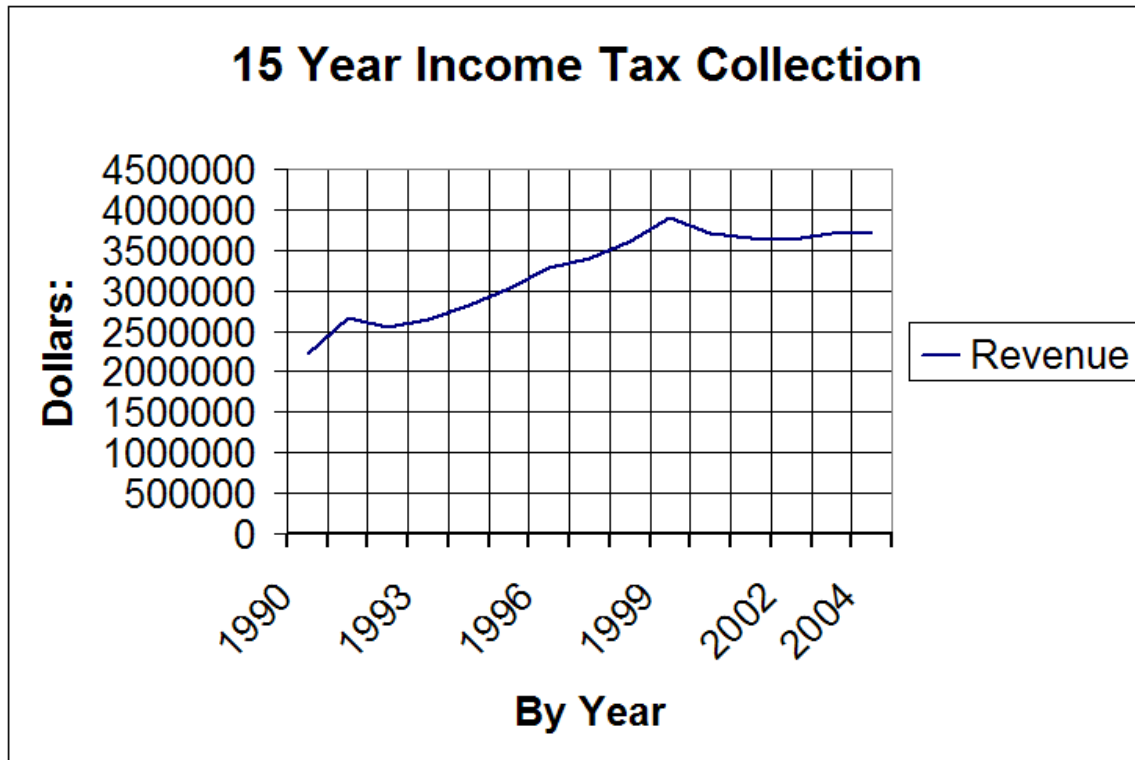
The United States Census Bureau’s 2002 Economic Census indicates the following characteristics of the City of Salem economy.

Economic Sector	Number of Establishments	Number of Employees	Annual Payroll (\$1,000)
Retail Trade	78	937	15,216
Health Care & Social Assistance	72	1722	55,436
Manufacturing	56	3122	113,457
Other Services (except public)	48	207	2,992
Accommodations & Food Services	42		
Professional, scientific and technical services	33	134	3,176

The City of Salem Income Tax revenues serve as an additional indicator regarding the Salem economy. Municipal Income Taxes are a percentage of wages that are applied to the earnings of individuals who work within the municipal boundary or live within the same boundary. Ideally the City Income Tax would increase because of an increase in the number of jobs present within the community and an increase in the wage rate of existing positions. Information from the website of the Treasurer for the City of Salem showing

income tax revenues from 1990 through 2005 indicates a peak in revenues in 2001 and then a decline and leveling off by 2005.

Source: Salem City Treasurer's Website



Salem's population has declined by 1.6% between 2000 and 2005 compared to a 1% increase in the population of Ohio. The average age of Salem residents is 40.55 compared to state average of 36.22. 20.1% of Salem residents are 65 and older in age compared to the state average of 13.3%. Salem is facing a declining population base and a higher concentration of older residents than the state average. (Source US Census)

The 2000 Census median household income for the United States was \$41,994 compared to \$34,226 for Columbiana County and \$30,006 for Salem. 9.8% of Salem families lived below the poverty level compared to the US average of 9.2%. Salem's April 2008 unemployment rate was 6.0% compared to the state average of 5.5% and the national rate of 4.8%.

82.2% of Salem residents age 25 and older are high school graduates or higher compared to 80.6% of Columbiana County residents, 80.6% of Ohio residents and 80.4 % of US residents. 15.8% of Salem residents were enrolled in college compared to 21.6 of Ohioans and 22.8% of US residents. 27.2% of US residents had a bachelor's degree compared to 21.1% of Ohio residents and 10.9% of Salem residents. 4.1% of Salem residents had a graduate degree compared to 7.4% in Ohio and 8.9% nationally. (Source US Census).



Finally, in the past decades in Salem Area and Columbiana County

- Salem lost three major employers
- Experienced a 5% employment decrease across the county and 7% income decrease for the period 2001-2006. (\$62.5 million decrease in adjusted income)
- Columbiana County lost 25% of manufacturing jobs
- Salem demographics have shifted to 20% of population over the age of 65, compared to 13% statewide and 12.5% nationally, signifying a loss of younger generations to more prosperous regions

In summary the recent downward trends in Salem's demographic and economic health indicators are not due to lack of local assets. Indeed the Salem area brings a number of unique assets that would enhance a potential to support businesses growth. The dilemma is to organize community leaders and residents within a focused innovative approach to increase business development and support.

To create employment and sustain economic growth, the economic development section of the comprehensive plan identifies strategies to link multiple resources and focus development efforts. Objectives of these strategies are:

- Set a goal of lasting economic growth for a long term (30 years) through a focus on diverse economic activity
- Identify unique assets and an infrastructure which will be used to attract investment in the area
  - Salem alumni association is among the great strengths of the community. Community leaders must identify ways to leverage this unique and powerful asset.
  - Capitalize on Salem's existing infrastructure and businesses. The key to success is to leverage this strong base and expertise into the next generation of business growth.
  - Current leverage opportunities unique to Salem area include Salem Area Industrial Development Council, Kent State University, Salem Community Hospital and local entrepreneur based business such as Butech. For example the Ohio Health Care Employment Report 2008 by the Ohio Bureau of Labor Market Statistics projects four health care occupations to be the fastest growing of all occupations. These four are home health aides, physician assistants, medical assistants and diagnostics medical sonographers.
- Capitalize on local government's ability to serve as a catalyst to support private and agency leadership of an economic development effort.

- Actions to achieve excellence in the Salem school system resulting in attraction and retention of families and the increase in educational attainment of local residents.
- Take advantage of the local resources for training and educational opportunities including Kent State University Salem Campus and City Center facility.
- The establishment of a central economic development office that provides professional support for business development activity that combines the resources of local organizations and businesses.
- Leveraging the assets of the City of Salem and Perry Township so both entities incorporate activities to ensure more sustainable growth.
- The assistance of other sections of the comprehensive plan to stimulate the local economy and support economic development activity through an improvement of the social and environmental qualities of the Salem community.

The economic development comprehensive plan is very consistent with the previous manner in which Salem has successfully built the local economy. To replicate Salem's success of the past, the plan encourages an expanded focus on activity that retains local talent and creates support for local small businesses.

## **Goals, Objectives and Strategies**

### **Goal 1: Capitalize on Salem's unique assets and infrastructure to attract investment**

Goal Summary: Salem is ideally situated to capitalize on a strong base of locally owned and developed businesses created and managed by young professionals. The community is also fortunate to have a locally managed regional health care facility, major university and an entrepreneur base. All three of these economic sectors are key to the national growth of new jobs and businesses. Salem also has a strong alumni association that can link the community to past residents who have relocated during the majority of their working careers. This demographic group represents a growing segment of individuals who successfully take early retirement with the potential to return to their hometowns as new entrepreneurs. The final objective places emphasis on recreating an attraction activity that focuses on collaborating with existing regional efforts to maximize the use of available local resources.

Objective 1: Build new business development from the current economic base

- 1.1.1 Stimulate the development of new businesses based on the need for goods and services within existing businesses

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- 1.1.2 Identify current workforce skills and talents to target businesses dependent on existing workforce
- 1.1.3 Develop a workforce training program through Kent State University Salem Campus
- 1.1.4 Provide support for the retention and expansion of existing business

Objective 2: Capture growth potential within three current high growth segments of Salem's economy

- 1.2.1 Support the development of the Healthcare industry in Salem Area
- 1.2.2 Support the development of Higher Education industry in Salem Area
- 1.2.3 Support the development of Entrepreneur Based Industrial operations

Objective 3: Link Salem Alumni Association to economic development support for business start-up

- 1.3.1 Collaborate with Salem Alumni Association to reach people with an affinity to return to Salem as a business owner

Objective 4: Provide support for the attraction of new industry

- 1.4.1 Promote existing available land and buildings for attraction of new industry and business
- 1.4.2 Expand availability of sites at the existing industrial park area
- 1.4.3 Collaborate with Ohio Department of Development to promote Salem as an attractive location for industrial and business development

**Goal 2: Build community leadership and support to achieve excellence in the Salem local schools**

Goal Summary: The number one factor why citizens select the community they move to is the quality of the local schools. In addition an ever increasing priority businesses place on choosing a location to operate is the quality of the available workforce based on the technical, creative and innovative skills of the residents. The emphasis of Goal Two is placed on strategies that strengthen the commitment of current residents to the local educational system and experiential learning community to provide an excellent K-12 educational experience.

Objective 1: Increase support of local schools by Salem residents

- 2.1.1 Raise awareness of citizens regarding importance of education in supporting business development

Objective 2: Provide workplace learning experiences for high school youth

- 2.2.1 Develop an internship program between local businesses and Salem City Schools to provide on the job learning experiences for high school youth
- 2.2.2 Link youth organizations with community organizations to develop leadership opportunities for area youth

**Goal 3: Focus an economic development approach that is based on a long term horizon**

Goal Summary: Over the past few decades the Salem area economy has been shifting from an industrial manufacturing base supported by international companies that employ hundreds of individuals to an economy that is based on the innovation of smaller locally owned business. These businesses will serve various sectors of the economy including the manufacturing sector, retail sector, professional services and social services sector just to name a few. It is important for the community to provide the support needed by these creative, risk taking individuals who are creating the jobs of tomorrow, today.

Objective 1: Build an entrepreneur friendly community to support high growth businesses

- 3.1.1 Promote interest of community to support entrepreneur based businesses
- 3.1.2 Explore potential for establishing an entrepreneur based incubator in Salem
- 3.1.3 Collaborate with Kent State University Salem to build and offer an entrepreneur curriculum

Objective 2: Position Salem to enhance entrepreneur business development

- 3.2.1 Collaborate with regional organizations to benefit from their business support services and linkage to entrepreneurs within the region
- 3.2.2 Partner with local governments to increase quality and availability of services to support business operations

**Goal 4: Create a local Salem Area Economic Development Office**

Goal Summary: Businesses require quick and accurate answers to their development questions from a local community. Existing businesses supported by a development office that seeks to provide help to address current issues and present business opportunities also increases their potential for success and growth. The Salem economic development approach focuses on future high growth business development that creates quality, well paying jobs. Likewise community leaders and elected officials need the guidance of a professionally operated organization in establishing wise development policies. The investment in an economic development office will increase the potential of this business development approach being successfully implemented.

Objective 1: Establish a strong public/private partnership between Salem City government, local non-profit organizations and private sector organizations

- 4.1.1 Convene a workgroup of representatives from key public/private organizations to create a proposal for administering and operating a Salem Area Economic Development Office
- 4.1.2 Establish specific roles for the office
- 4.1.3 Office should be funded through allocated five year budget contributions by supporting organizations

**Implementation Plan – Economic Development**

<b>Goal 1: Capitalize on Salem’s unique assets and infrastructure to attract investment</b>				
<b>Objective 1: Build new business development from the current economic base</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1.1	Stimulate the development of new businesses based on the need for goods and services within existing businesses	a. Interview existing business to discover goods and services purchased outside the region b. Based on the above survey identify potential new business opportunities c. Share new business opportunities with existing businesses and individuals interested in starting a business	Economic Development Office	Years 2-3 Ongoing
1.1.2	Identify current workforce skills and talents to target businesses dependent on existing workforce	a. Complete a workforce inventory	Chamber of Commerce & Kent State Salem	Year 1 Ongoing
1.1.3	Develop a workforce training program through Kent State University Salem Campus	a. Utilize the City Center facility b. Partner with the Kent State Workforce Development and Continuing Studies Program	Chamber of Commerce & Kent State Salem	Year 1
1.1.4	Provide support for the retention and expansion of existing business	a. Establish a continuous business retention and expansion program (BR&E) b. Address local industry concerns and needs discovered through the BR&E program c. Connect local firms to available local, state and federal programs	Economic Development Office	Years 2-3 Ongoing
<b>Objective 2: Capture growth potential within three current high growth segments of Salem’s economy</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>

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1.2.1	Support the development of the Healthcare industry in Salem Area	a. Collaborate with Kent State University to operate a strong healthcare industry curriculum b. Identify methods to support expansion of Salem Hospital and Group Healthcare facilities	Chamber of Commerce & Kent State Salem	Years 1-2
1.2.2	Support the development of Higher Education industry in Salem Area	a. Identify methods to help expand the course offerings and faculty numbers at local institutions of higher education b. Develop a program to attract student enrollment from first generation and non-traditional students at local institutions of higher education	Chamber of Commerce & Kent State Salem	Years 1-2
1.2.3	Support the development of Entrepreneur Based Industrial operations	a. Provide information and link interested entrepreneurs to local, state and federal resources to develop an industrial operation	Economic Development Office	Years 2-3 Ongoing
<b>Objective 3: Link Salem Alumni Association to economic development support for business start-up</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.3.1	Collaborate with Salem Alumni Association to reach people with an affinity to return to Salem as a business owner	a. Distribute information through Association to invite inquires for business development and work	Economic Development Office	Years 2-4

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		opportunities		
<b>Objective 4: Provide support for the attraction of new industry</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.4.1	Promote existing available land and buildings for attraction of new industry and business	a. Collaborate with the Columbiana County Port Authority to promote the attraction of industry and business b. Inventory existing sites and building available for new businesses and industry	SAIDC & Columbiana Port Authority	Years 1-2
1.4.2	Expand availability of sites at the existing industrial park area	a. Acquire additional land in the area of the existing industrial parks to increase the size and number of available sites	SAIDC	Years 2-3
1.4.3	Collaborate with Ohio Department of Development to promote Salem as an attractive location for industrial and business development	a. Raise awareness of Ohio department of Development regarding attractiveness of available sites and buildings in Salem b. Remain current regarding State programs to assist attraction of industry and business	SAIDC & Columbiana County Port Authority	Year 1



<b>Goal 2: Build community leadership and support to achieve excellence in the Salem local schools</b>				
<b>Objective 1: Increase support of local schools by Salem residents</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.1.1	Raise awareness of citizens regarding importance of education in supporting business development	a. Implement an ongoing educational program to inform residents regarding the importance of an excellent school system for economic development b. Implement an ongoing educational program to educate youth on the importance of a quality education to increase employability	Salem City Schools & Service Organizations	Year 1
<b>Objective 2: Provide workplace learning experiences for high school youth</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.2.1	Develop an internship program between local businesses and Salem City Schools to provide on the job learning experiences for high school youth	a. Work with a business and school alliance to create work experiences for youth so they can experience the need for critical workforce knowledge and skills	Salem City Schools & Rotary	Year 2
2.2.2	Link youth organizations with community organizations to develop leadership opportunities for area youth	a. Establish a youth leadership program b. Identify opportunities for youth to play a leadership role in projects of community organizations to gain experience of problem solving and innovation skills	Service Organizations	Years 2-3

<b>Goal 3: Focus an economic development approach that is based on a long term horizon</b>				
<b>Objective 1: Build an entrepreneur friendly community to support high growth businesses</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.1.1	Promote interest of community to support entrepreneur based businesses	<ul style="list-style-type: none"> <li>a. create materials that identify interest of community to support creative business start-ups</li> <li>b. Work with local banks and community foundations to create local revolving loan program to fund higher risk start-ups</li> <li>c. Inventory and list available facilities to lease for business start-ups</li> </ul>	Chamber of Commerce	Year 2
3.1.2	Explore potential for establishing an entrepreneur based incubator in Salem	<ul style="list-style-type: none"> <li>a. Commission a group within the Chamber of Commerce to identify a focus for a local incubator and steps to establish a facility</li> <li>b. Explore potential of medical, entrepreneur and industrial focus</li> </ul>	Salem City Council	Years 1-3
3.1.3	Collaborate with Kent State University Salem to build and offer an entrepreneur curriculum	<ul style="list-style-type: none"> <li>a. Establish availability of courses targeted to support offering for continuing education of business development and operation</li> <li>b. Explore the potential for establishing a Masters of Business Administration Degree with emphasis on Entrepreneurship</li> <li>c. Provide support to MBA Entrepreneurship students to test their business concept in Salem to capture and retain the best ideas in Salem</li> </ul>	Kent State Salem and Chamber of Commerce	Years 2-3
<b>Objective 2: Position Salem to enhance entrepreneur business development</b>				

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	<b>Strategy</b>	<b>Responsibility</b>	<b>Action</b>	<b>Timeframe</b>
3.2.1	Collaborate with regional organizations to benefit from their business support services and linkage to entrepreneurs within the region	a. Partner with regional economic development initiatives such as NorTech, Team NEO, Columbiana Port Authority, Fund for Our Economic Future, Youngstown Incubator, Jump Start and regional SBDC	Economic Development Office	Years 2-3
3.2.2	Partner with local governments to increase quality and availability of services to support business operations	a. Begin with partnerships between Salem & Perry Township	City of Salem & Perry Township Trustees	Years 3-5

<b>Goal 4: Create a local Salem Area Economic Development Office</b>				
<b>Objective 1: Establish a strong public/private partnership between Salem City government, local non-profit organizations and private sector organizations</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.1.1	Convene a workgroup of representatives from key public/private organizations to create a proposal for administering and operating a Salem Area Economic Development Office	a. Workgroup should include representative from the following groups: Salem City Council. Perry Township Trustees, SAIDC, Salem Chamber of Commerce, Salem Community Hospital, local industrial firm, local retail business, Salem Community Foundation and Kent State University as a beginning list b. Create by-laws and incorporate the organization	Chamber of Commerce	Year 1
4.1.2	Establish specific roles for the office	As a beginning discussion roles should include: a. Support for current businesses b. Center for business information c. Monitor local business climate to identify interventions and business development opportunities including targeting new business start-ups d. Support for start-up entrepreneurial activities	Chamber of Commerce	Year 1
4.1.3	Office should be funded through allocated five year budget contributions by supporting organizations	a. Board of Directors shall provide guidance for the office b. Board members shall be chosen by funding organization c. executive Director reports directly to the Board of Directors	Workgroup created with Strategy 4.1.1	Year 1 Ongoing

## **Education**

### **Summary**

The educational attainment of community residents and access to quality K-12, higher education and life-long learning opportunities impacts the economic and social health of the City of Salem. In today's world, impacted by globalization, technology and knowledge based development, effective access to a wide variety of educational resources is a key component needed to create a community's quality of life and economic vitality.

In general, community residents are supportive of their public school system but are also concerned about continued adequate funding. With the variety of alternatives available to parents for the education of their children, including home schooling, open enrollment in nearby school districts and private schools, there is emerging competition for K-12 students. The quality of Salem City Schools must continue to improve and retain/increase student enrollment in order to provide a quality source of public education.

The Salem area is fortunate to have easy access to a wide variety of higher education opportunities. There are 45 colleges and universities located within 70 miles of Salem. A regional campus of Kent State University is situated less than approximately two miles from the center of the city. Even though it is close, the full utilization of the resources that KSU-Salem has to offer has not yet been realized by many Salem area residents or employers. KSU-Salem is a relatively untapped resource that could provide excellent benefits for Salem's future social and economic vitality.

This section of the plan presents an inventory and assessment of the various educational resources and facilities available to Salem area residents including K-12, higher education, library resources, and continuing education/adult learner opportunities. It also presents a course of action based on resident's vision of Salem in the future and the needs of the community to attain an attractive quality of life and economic vitality. Information to address educational facilities, programs, resources and needs in the Salem area was gathered through a variety of methods including community-wide brainstorming sessions, data collection and research, individual interviews, focus groups and surveys.

### **Planning Issues**

The Salem area community will need to be well equipped and positioned to benefit from existing and future changes in our nation's economy. The U.S. has transitioned from a basic manufacturing economy of the 1900's into an economy fueled by knowledge and innovation. This "knowledge economy", which began in

the 1980's, is requiring communities to focus efforts on building an educated, skilled workforce with abilities beyond that needed formerly by basic manufacturers. A John Hopkins University study has discovered that almost two out of every three high school students in the U. S. will not have the skills they need to enter the workforce. The same study also discovered that college graduates earn, over their lifetime, \$1 million more income than high school graduates. Excellence in education from birth through lifelong learning is necessary for Salem to provide needed quality of life and economic vitality for all residents and economic interests.

Key education planning issues include:

- Achieving excellence in the K-12 system
- Increasing public school enrollment
- Creating closer relationships with Kent State University Salem to provide a seamless and cost effective transition to higher education
- Creating a local culture that values education at all ages
- Building a 21<sup>st</sup> century workforce that will help to grow Salem's economy

*Education Planning Issue I:*

- Salem City Schools are challenged to maintain a healthy school district with adequate funding, increased enrollment, modern facilities, and excellence in educational programs. Many of these challenges have resulted from demographic and economic changes in the City of Salem itself. These changes include a restructuring of the local economic base away from basic manufacturing, toward service and entrepreneurship, leading to a shifting and loss of traditional employment options for community residents. A declining city population, open enrollment, competition from Charter Schools and online schools has led to reductions in K-12 enrollment. In 2006-2007 the Salem City Schools lost 50 students to other educational options, and since the late 1990's the student population has decreased by 400.

Four major series of planning questions arise from these data:

1. What steps need to be taken, and initiatives launched, to create excellent schools that will be a point of pride for Salem residents, attract existing children back to the public school system as well as new residents to the community?
2. How can the educational system help to become a key player in the revitalization of the Salem area's economy so that community socio-economic trends can be reversed?

3. How can a culture that values and supports education, knowledge and innovation become widely adopted and shared in the Salem area community?

4. How can Salem City Schools position themselves as the first choice for area students interested in pursuing higher education?

Strides have been taken by the Salem City Board of Education, who recently adopted a series of five specific, measurable District Goals that will address issues identified earlier including curriculum, growth, finances, communications and facilities. These District Goals were discussed and adopted at the Board's meeting in June of 2008. District Administration is in the process of preparing a continuous plan of action to attain the desired outcomes as outlined in the Goals.

These goals are the following:

I. Every building (with students 3-12) will increase its number of state indicators met, performance index score, value-added growth, and adequate yearly progress (AYP) met annually so the district will ultimately be designated excellent by 2010.

II. Establish practices where staff and community stakeholders produce and receive great customer service improving public perception and thereby making Salem City Schools a more attractive open enrollment option by 2011 (10%, 15%, and 20%).

III. To achieve institutional solvency based on state mandated practices (as per Ohio Revised Code/Uniform Accounting System) as a blueprint for financial forecasting (Five Year Forecast) to operate in the black while meeting district needs annually.

IV. The Board of Education, Superintendent and Treasurer will communicate openly with regards to community concerns, student needs, staffing issues, educational options, and financial matters each and everyday when practical.

V. The District will investigate the long-term educational and community impact of constructing new schools versus/or in conjunction with updating current facilities by February 2010

Community leaders and residents will play an important role in the accomplishment of these goals. Providing a local community supportive of the schools through volunteer efforts, adequate funding, and a culture that values the educational accomplishments of Salem's children will be the foundation upon which these changes can happen.

*Education Planning Issue II:*

- Kent State University Salem Campus is located only two miles from the City of Salem yet the full potential of relationships between the community and the institution have not been fully explored or realized. KSU-Salem offers a range of Associate and Bachelors Degree programs, workforce development, Master’s program in Education, and continuing education for lifelong learners. Course designs meet the needs of a variety of student types including those who want to attend school full time, persons who are also working full time and need course flexibility, and distance courses for students in other communities.

Salem City Schools, KSU-Salem, and community organizations must continue to enhance the development of Post-Secondary Education Options, including the Seniors to Sophomores program, which will provide cost effective entry points to higher education for Salem City School students and area residents.

Planning issues that relate to the Kent State University Salem Campus include:

1. How can the Salem area take increased advantage of the KSU Salem campus and the programs KSU has to offer for traditional and non-traditional students and lifelong learners?
2. What role can KSU-Salem play in enhancing a regional culture that values education and life-long learning among Salem residents, particularly parents and their children?
3. What collaborative initiatives among the Salem public schools, Salem organizations, stakeholders, business community and KSU-Salem can be developed to build an understanding and creation of strategies designed to build the skills and knowledge needed to enter the knowledge economy?

**Existing Conditions and Trends**

**Existing K-12 School Facilities: Salem City School District**

The Salem City School District currently consists of three elementary buildings, and a combined junior high/high school building. Three other buildings have been adaptively reused. One, McKinley School, is still used by the school district as administrative offices. One other, Salem Junior High, has been adaptively reused by Kent State University Salem.

School	Grades	Year	No. Yrs.	Condition/
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<b>Facility</b>	<b>Served</b>	<b>Built</b>	<b>in Use</b>	<b>Status</b>
Buckeye Elementary	K – 2	1948	59	Good condition/in use
Reilly Elementary	3 – 4	1928	79	Good condition/in use
Southeast Elementary	5 – 6	1968	39	Good condition/in use
Salem Junior High/High School	7 – 8: Junior High 9 – 12: High School	1959	48	Good condition/in use
Former Salem Junior High School		1917	89	Adaptive reuse as present location of KSU-Salem City Center Campus. Present location of Hannah Mullins School of Practical Nursing.
Prospect School		1896	110	Vacant
Fourth Street School		1896	78	Demolished 1974
McKinley School		1892	86	Houses Salem School District Administrative offices
Columbia School		1881	72	Demolished 1953
Union School		1860	36	Demolished 1896
First Union School		1853	7	Demolished 1860

The average age of Salem’s school buildings is 56 years. Although improvements have been made, the long-term usability of each of these buildings will need to be evaluated and the development of new structures that can meet the needs of 21<sup>st</sup> Century public education requirements considered.

**Educational Services:**

**Funding:**

The Salem City School District is supported through property tax based school levies. Prior to May of 2007, when a continuation levy passed after several attempts on the ballot, the schools were compelled to cut back on services and lay off a number of teachers and staff. The implementation of “pay to play” for athletics and extracurricular activities was considered. The school system was determined to be in “fiscal caution” by the state. Since the levy passed in May some teachers and staff have been reinstated, full day kindergarten was reinstated, bussing has been restored, and “pay to play” discussions discontinued.

In the school year 2006 – 2007, Salem City Schools spent \$4,791 per pupil on instructional services compared with \$5,334 per pupil statewide.

Performance:

The State of Ohio Department of Education evaluates public schools and districts across the state through the school year Report Cards. The state Report Cards use multiple measures to determine a designation for each school on the basis of grade-specific proficiency in reading, writing, mathematics, science and social studies. Rankings range from Excellent, the top designation, to Academic Emergency, the lowest designation.

Overall, the Salem City School District's designation for the most recent year, 2006-2007, was Effective, the second highest designation. This represents the District's meeting of 21 out of the 30 state indicators and was an improvement over the 2005-2006 year's designation of Continuous Improvement

Salem City School District's Designations for the school year 2006 – 2007 were:

- Overall School District: Effective (improvement from the 2005-2006 designation of Continuous Improvement)
- Salem High School: Effective (2005-2006 designation was Excellent)
- Salem Junior High: No individual data found for 2006-2007 (2005-2006 designation was Effective)
- Southeast Elementary: Continuous Improvement (2005-2006 designation was Effective)
- Reilly Elementary: Excellent (improvement from 2005-2006 designation of Effective)
- Prospect Elementary (this school is no longer in service) (2005-2006 designation was Continuous Improvement)
- Buckeye Elementary: Effective (2005-2006 designation was Excellent)

High school graduation rates for 2005-2006, at 87.4%, remained higher than the statewide average of 86.1% but lower than the similar district average of 91.2%. 77.1% of the graduates participated in the ACT with a mean score of 21.5 and 11.4% of the graduates participated in the SAT.

In regard to higher education, 15.8% of Salem's graduates were enrolled in education beyond high school. This compares with 21.6% for Ohio and 22.8% for the US. Salem college graduates with Bachelors Degrees were 10.9% while the state was 21.1% and the US was 27.2%. Masters/Doctorate degrees for Salem were 4.1%, 7.4% for Ohio and 8.9% for the US.

Sources: Economic Development Workgroup Demographics: Salem Area Comprehensive Plan

Ohio Department of Education Website: <http://ilrc.ode.state.oh.us/schools/>  
Salem School District Website: <http://www.salem.k12.oh.us/>  
GreatSchools Website: <http://www.greatschools.net/>  
John Hopkins Study of High School Graduation Rates([www.gradgap.org](http://www.gradgap.org))  
<http://web.jhu.edu/CSOS/graduation-gap/gradgap.html>

## **Higher Education**

The Salem area is within 40 miles of 75 colleges and universities, offering residents excellent access to higher education. Among these educational opportunities are nationally ranked Kent State University, the University of Pittsburgh, Case-Western Reserve and the University of Akron. Kent State has two campuses within Columbiana County, in East Liverpool and Salem, and another in contiguous Tuscarawas County.

Kent State University Salem Campus:

The closest institution of higher education is the Kent State University Salem Campus, located less than 5 miles from the center of the city. KSU's relationship with the Salem area is over thirty years old, beginning with an outreach program located in the old Salem High School in 1962. The growth of the communities it served led to the commensurate growth in KSU-Salem's facilities and programs offered and in 1971 the KSU-Salem campus in its current location was constructed.

The KSU-Salem Campus now serves a student body of approximately 1,300. The campus covers 98 acres and 79,710 square feet of building space. It serves a regional area, drawing staff, faculty and students from Northeast Ohio, Western Pennsylvania and West Virginia. The breadth of programs and courses of study offered has been influenced by the changing needs of the region's residents, business and industry.

KSU-Salem campus offers Associate Degrees, Bachelors of Arts, Weekend College, Certificate Programs Workforce Development and Continuing Education/Lifelong Learning. The current offerings include:

- Associate Degrees in the following programs:

Associate of Arts & Sciences  
Accounting Technology  
Business Management Technology  
Computer Office Management Technology  
Computer Technology  
Early Childhood Education Technology

Information Technology for Administrative Professionals  
Horticulture Technology  
Human Services Technology  
Radiologic Technology

KSU-Salem currently offers nine bachelor degrees. With the approval of a Bachelors in Horticulture, a tenth degree will be added. The bachelors degrees offered include:

Applied Communication  
Business Management  
Early Childhood Education  
English  
General Studies  
Human Development and Family Studies  
Nursing (BSN)  
Psychology  
Radiologic and Imaging Sciences Technology

- Workforce Development:

KSU-Salem is a member of EnterpriseOhio, a statewide network of over 52 public two-year campuses, through its Workforce Development and Continuing Studies Program. The purpose of this network is to “make learning for the workplace count,” and includes partnerships with area businesses to determine their training needs, profile jobs, assess skill requirements, screen new hires and deliver targeted business training. This training helps support business success by aligning with strategic goals of the company, producing a strong Return on Investment in training, and improving bottom line results by increasing employee knowledge and skills.

- Continuing Studies/Lifelong Learning:
- Certificate Programs Tailored for Employer Needs

KSU-Salem also provides lifelong learning opportunities through its Salem Campus and other nearby campuses in East Liverpool and New Philadelphia (Tuscarawas Campus). The opportunities available include the following:

Organizational Development – Supervision, Leadership, Sales, Process Improvement, Environmental, Safety, Marketing, and others

Professional and Technology Career Development – Healthcare, Computer Applications and Diversity Training

Personal Enrichment – College Preparation, Personal Finance, Retirement, and other topics

These opportunities are responsive to resident's needs, so other subjects and topics can be added as the need and demand emerges.

- Weekend College:

The Weekend College at Kent State Salem is designed for adult students in the workplace who are working full or part time and have family and personal commitments or who cannot attend college during the week.

Through the Weekend College a student can earn an associate's degree in business management technology by attending classes on weekends at Kent State University Salem. This is a unique opportunity for adult learners. Course content is similar to the university's weekday courses, and students are held to the same high performance standards.

- Master's Degree in Cultural Foundations of Education:

In partnership with the Columbiana County Educational Service Center, located in Lisbon, KSU-Salem provides a fully accredited two year master's degree program focusing on standards-based education. This degree program is targeted to teachers in the regional area who desire to further their education and meet continuing education requirements. Instruction includes classroom sessions and independent on-line learning.

Sessions take place at the Columbiana County Educational Service Center in Lisbon or by video conference at locations in Carrollton and North Lima.

Workforce Development and Continuing Education studies are conveniently provided at the KSU-Salem City Center, a 95,781 sq. ft. former junior high school building located in downtown Salem. This office is a resource for developing tailored programs to meet the needs of area business and helps increase the knowledge base and skills sets of the local workforce. The development of a Medical Billing Certificate program is an excellent example of the ability of the KSU-Salem to develop a program to meet employer needs.

Sources: Kent State Salem Campus website:  
<http://www.salem.kent.edu/salem/AboutKSU/index.cfm>

Columbiana County Port Authority website:<http://www.ccpa-ohioriver.com/>

Columbiana County Education Service website:  
<http://www.ccesc.k12.oh.us/>

### **Community Organizations Involved in Education**

Community Scholarship Resources- The Salem Community Foundation and Salem High School Alumni Association provide numerous scholarships and awards for residents interested in furthering their education. The Salem Community Foundation is a catalyst for increasing educational opportunities for area residents. The Foundation provides scholarships and grants that support both higher education and vocational education. Awards are available to Salem City and Perry Township residents. The Salem Community Foundation also administers several scholarships established by private donors. Some donor restricted funds support students pursuing degrees in specific career fields. The Foundation also provides support for individuals pursuing vocational training at the Hannah E. Mullins School of Practical Nursing. More detailed information about the Salem Community Foundation Kent State Salem Campus Grant and Salem Community Foundation Scholarship Program is provided below:

- Salem Community Foundation Kent State Salem Campus Grant- Since the program's inception in 1998, the Salem Community Foundation has provided more than \$500,000 to residents attending the Kent State Salem Campus. The award is available to Salem City and Perry Township residents with a 2.0 or higher grade point average and are pursuing their first associate or bachelor degree. Recipients receive awards up to 15 percent of their tuition bill. For application information, please visit <http://www.sfa.kent.edu/SchGuide/ScholarshipSearchDisplay.asp?SearchType=nameSearch&NameSearch=Salem+Community>
- Salem Community Foundation Scholarship Program- The Foundation annually awards more than \$25,000 towards higher and vocational education. These awards are available to students pursuing degrees at institutions other than the Kent State Salem Campus. To qualify, students are required to have a 2.5 cumulative grade point average, be a resident of the Salem City or Perry Township, eligible for Bachelor's degree work, and carrying a minimum class load at an institution of higher education. Award amounts are determined by the Foundation's Scholarship committee. For further information, access the Foundation's Website at <http://salemcommunityfoundation.org>

Salem High School Alumni Association – Scholarship Program

The Salem High School Alumni Association is one of the largest in the nation. The Association offers a variety of scholarships for graduating seniors, recognizing excellence in academics, athletics, extracurricular activities, community service, and leadership. The J. Robert Sebo College Scholarship is a needs-based award and is available to alumni in their second, third or fourth year of undergraduate studies. The Fox Scholarship is designated for Salem High School alumni enrolled in graduate programs in health fields.

Scholarship amounts currently range from \$1,000 to \$6,000. All scholarships are funded from the proceeds of the association's investment portfolio, the principal of which is now in excess of \$6.8 million. The association's management guidelines allow annual spending of up to five percent of the 12-quarter rolling average of the market value of the investment portfolio. These proceeds support scholarships as well as the management of the Association's 10,000 alumni and other community projects.

For further information, access the Alumni Association website at:

<http://www.salemohioalumni.org/scholarship/index.html>

### **Salem Public Library**

The Salem Public Library is highly valued and used by Salem area residents. Youth find the extensive collection of reading materials valuable, believe that the library makes Salem a good place to live, and hope that the library will expand its collection and services in the future. Adults value the large volume of books and videos and the children's section, and appreciate the computers and wireless network. The Library's excellent web site provides information on current arts and cultural programming throughout the community. The Library also offers services online, such as the courses in foreign languages through the Rosetta Stone.

The Salem Public Library website address is: <http://www.salem.lib.oh.us/>

### **Goals, Objectives, Strategies and Indicators**

#### **Goal 1: Salem City Schools offer a well-rounded education with excellent academic programs and a wide range of extracurricular activities**

Objective 1: Expand the number of extracurricular options offered in the schools

- 1.1.1 Identify and implement needed and desired extracurricular programs that are not now being offered
- 1.1.2 Determine demand in the community and among students for extracurricular activities in order to encourage interest among school staff and faculty

Objective 2: Improve the academic achievement of the Salem City Schools

- 1.2.1 Implement a plan to raise the Salem City School District performance and recognition as excellent in the region and state
- 1.2.2 Promote resident's pride in the Salem City Schools, academically and athletically, and carry this pride over to the wider community

Objective 3: The Salem City School District provides state-of-the-art physical facilities and amenities that meet the needs of students, faculty and staff into the 21<sup>st</sup> Century

- 1.3.1 Assess the current school buildings and facilities to determine status in comparison with the needs of the 21<sup>st</sup> Century
- 1.3.2 Assess the feasibility of developing new facilities for K-12, including the separation of middle school and high school students into their own separate buildings

**Goal 2: The Salem School District and Salem community is a model of effective school-community collaboration**

Objective 1: Raise public awareness of the importance of education and create a local culture that values education

- 2.1.1 Develop a plan to keep area residents informed and educated about the Salem City Schools
- 2.1.2 Develop and implement a plan to promote education to the local community
- 2.1.3 Raise awareness of higher education opportunities and support available to graduates of Salem High School
- 2.1.4 Raise understanding among Salem residents of the importance of insuring support for local schools through tax levy revenues and volunteerism

Objective 2: Create effective school-community partnerships



- 2.2.1 Insure that effective, active Parent Teacher Organizations are present in all school buildings in the Salem City Schools
- 2.2.2 Develop partnerships and collaborative models that promote effective relationships between the community, including the business community, and the schools
- 2.2.3 Develop initiatives to involve the business community in the schools
- 2.2.4 Understand and develop flexible programs that address the special needs of children who are from non-traditional families

Objective 3: Salem area youth learn to be effective community and business leaders

- 2.3.1 Develop leadership programs for youth in the schools and community
- 2.3.2 Provide a variety of opportunities for youth to learn and use entrepreneurship skills
- 2.3.3 Raise career option awareness among Salem area youth and their parents

**Goal 3: The Salem School District is attractive to potential residents and current residents of the Salem area**

Objective 1: Make Salem City Schools an educational option of choice for current and potential residents

- 3.1.1 Identify and address the major reasons that current residents choose alternative educational options
- 3.1.2 Engage local employers in a discussion of strategies to promote the Salem area as a choice of residence for potential employees, understanding that the schools are a key factor in location decisions
- 3.1.3 Explore the implementation of a community initiative similar to the "The Kalamazoo Promise" with community stakeholders.

**Goal 4: Increase the educational attainment of graduates of Salem High School**

Objective 1: Involve the community in promoting and facilitating higher education for graduates

- 4.1.1 Develop a support group for public school students and their parents to help them prepare for and apply to college
- 4.1.2 Expand scholarships available for Salem High School Grads going on to higher education

- 4.1.3 Promote the opportunities and careers available for high school graduates through technical degrees and certification programs
- 4.1.4 Maximize the successful completion of higher education by Salem graduates
- 4.1.5 Increase the number of Salem City School students participating in KSU-Salem Post-Secondary Education Opportunities

**Goal 5: Relationships between the Salem Area Community and Kent State University – Salem Campus are varied and effective**

Objective 1: Assist Salem High School graduates to take full advantage of post secondary educational opportunities through KSU – Salem

- 5.1.1 Assist Salem High School graduates in identifying educational opportunities available through KSU - Salem
- 5.1.2 Increase enrollment in post secondary options at KSU - Salem for Salem graduates
- 5.1.3 Offer the children of KSU – Salem students educational experiences while their parents are in class

Objective 2: KSU – Salem links to Salem City Schools to create opportunities

- 5.2.1 Create joint faculty positions with Salem City Schools and KSU - Salem

Objective 3: The KSU – Salem Campus and KSU programs are well used by Salem area residents, Youth and businesses and provide familiar places to gather

- 5.3.1 A Youth Business Incubator is established and fully occupied by qualified start-up businesses
- 5.3.2 Classes and life-long learning opportunities through KSU – Salem to Salem area residents and Youth
- 5.3.3 KSU – Salem integrates itself with the Salem community by collaborating to hold community events at KSU – Salem campus and related sites
- 5.3.4 KSU – Salem programs such as those offered through the Workforce Development program are well known and used by Salem Area business and industry
- 5.3.5 Develop an internship program for KSU – Salem students in small businesses in Salem
- 5.3.6 Establish a Salem area public access channel

**Goal 6: Kent State University – Salem Campus programs and facilities expand to meet the needs of the community and the mission of the institution to provide community outreach**

Objective 1: KSU-Salem will focus on facility renovations and expansions that will provide for increased opportunities of community outreach and economic growth

6.1.1 KSU-Salem will move forward with plans to expand learning facilities for health care professions. Economic projections indicate that health care will be leading area for job creation through 2030

6.1.2 KSU-Salem will research and implement strategic initiatives to maximize the use of the campus City Center for community outreach activities and workforce development

Objective 2: KSU – Salem will support the private sector’s efforts to establish housing units that will make it feasible for students outside the immediate area to attend the campus

6.2.1 Salem and KSU-Salem provides support for private sector plans to develop housing attractive to students

Objective 3: KSU – Salem’s courses and degrees are designed to meet the needs of nontraditional students

6.3.1 The expansion of online, weekend and video-conferencing degrees, courses, continuing studies and lifelong learning opportunities will be expanded to meet resident needs and demands

**Goal 7: Design specific curriculum at Kent State University-Salem to meet required knowledge base of targeted job market**

Objective 1: Research and report on infrastructure and workforce needs for the development knowledge based job market

7.1.1 Meet with businesses leaders in Northeastern Ohio and Western Pennsylvania to determine what influences their decisions for selecting a location for expansion

Objective 2: The Sustainable Opportunity Center, City Government and KSU-Salem will work collaboratively to develop workforce skill-sets for growth industries

- 7.2.1 Identify specific training and workforce development needs for companies expanding into the Salem area

**Goal 8: Salem is a wired community**

Objective 1: Expand High speed internet usage and capabilities by Salem area residents and businesses

- 8.1.1 Implement free/low cost computer and internet usage courses in the schools and in the community so that residents and businesses can become knowledgeable and proficient in their use
- 8.1.2 Expand the availability of computers available for community and educational use by expanding and/or creating facilities available through the schools (including KSU-Salem), Salem Public Library, Salem Community Center, YMCA and other appropriate sites

In order to achieve the community's vision, the Salem area will need to address two major education planning needs through their implementation plan. These needs include:

1. To improve and expand educational resources and programs for residents of all ages in order to improve Salem's quality of life which will enhance Salem's attractiveness to existing and new residents and businesses, and
2. To build an educated, skilled workforce and entrepreneurial base that will allow Salem to benefit from the knowledge economy of the present and future

The following implementation plan addresses these needs through goals, strategies and actions related to improving and expanding educational resources and enabling the Salem area to realize the benefits of the knowledge economy to achieve economic vitality.

**Implementation Plan – Education**

<b>Goal 1: Salem City Schools offer a well-rounded education with excellent academic programs and a wide range of extracurricular activities</b>				
<b>Objective 1: Expand the number of extracurricular options offered in the schools</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1.1	<p>Identify and implement needed and desired extracurricular programs that are not now being offered (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #4)</p> <p>Source: <a href="http://www.salem.k12.oh.us/scsWeb/Portals/0/AnnualReport07-08.pdf">http://www.salem.k12.oh.us/scsWeb/Portals/0/AnnualReport07-08.pdf</a></p>	<p>a. Survey parents and students to determine the additional options most desired b. Identify potential resources/partnerships inside and outside of the community to support these new offerings c. Introduce a wider number of foreign language courses for interested students</p>	Salem City Schools	Years 2-3
1.1.2	<p>Determine demand in the community and among students for extracurricular activities in order to encourage interest among school staff and faculty (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #4)</p>	<p>a. Determine interest in community for specific extracurriculars b. Determine interest among students for particular clubs and extracurriculars that are not now offered c. Find interest among school staff and faculty to work with these students</p>	Salem City Schools	Years 2-3

		and community		
<b>Objective 2: Improve the academic achievement of the Salem City Schools</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.2.1	Implement a plan to raise the Salem City School District performance and recognition as excellent in the region and state (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #1)	a. Create a system of community volunteers to tutor students in needed areas b. Develop indicators of excellence such as: # of Salem graduates who go on to and, # of Salem graduates who complete higher education (including technical school)	Salem City Schools & Salem Alumni Foundation	Year 1
1.2.2	Promote resident's pride in the Salem City schools, academically and athletically, and carry this pride over to the wider community (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #2)	a. Engage in competitive academic programs such as Scholastic Bowl (?) b. Publicly promote through the local media the academic accomplishments of the Salem City Schools and its graduates c. Publicly recognize the contributions of Salem City School teachers and staff c. "Plant Pride Citywide"	Salem City Schools & Local Media	Years 1-2

		through leadership development and morale building strategies		
<b>Objective 3: The Salem City School District provides state-of-the-art physical facilities and amenities that meet the needs of students, faculty and staff into the 21<sup>st</sup> Century</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.3.1	Assess the current school buildings and facilities to determine status in comparison with the needs of the 21 <sup>st</sup> Century (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #5)	a. Develop benchmark criteria for 21 <sup>st</sup> Century school facilities and amenities b. Measure Salem City School buildings, facilities and amenities in comparison to these benchmarks c. Develop a building and facilities plan to address shortcomings d. Seek needed funding to make improvements	Salem City Schools	Year 1
1.3.2	Assess the feasibility of developing new facilities for K-12, including the separation of middle school and high school students into their own separate buildings	a. Conduct Feasibility Analysis as an option along with Strategy 1.3.1	Salem City Schools	Year 1
<b>Goal 2: The Salem School District and Salem community is a model of effective school-community collaboration</b>				
<b>Objective 1: Raise public awareness of the importance of education and create a local culture that values education</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.1.1	Develop a plan to keep area residents informed and educated about the Salem City schools (Supports Salem City Schools Board of Education Goals	a. Use the public access channel (see 5.3.7) to provide information to	Salem City Schools & Access TV staff	Year 1

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	7/21/2008: Goal #4)	community residents about the school's operations		
2.1.2	Develop and implement a plan to promote education to the local community	<p>a. Develop a committee of respected community members, business leaders, "famous sons and daughters" to champion the importance of education</p> <ul style="list-style-type: none"> <li>• Identify potential Champions</li> <li>• Solicit their support and involvement</li> </ul> <p>c. Use programs such as Bridges Out of Poverty and OACHE Program to establish the value of education in a person's future</p>	Chamber of commerce, Business leaders, Alumni Association & KSU-Salem	Years 2-3
2.1.3	Raise awareness of higher education opportunities and support available to graduates of Salem High School	<p>a. Establish a "speakers bureau" to speak to local groups and organizations regarding higher/further education opportunities</p> <p>b. Establish a team of knowledgeable persons ("Community Advisory Groups") to mentor</p>	Chamber of Commerce, Alumni Association, KSU-Salem, Tech Schools, OSU Extension 4H & School guidance counselors	Years 2-3



		students and families in applying for college and technical programs		
2.1.4	Raise understanding among Salem residents of the importance of insuring support for local schools through tax levy revenues and volunteerism (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #3)	a. Provide continual and specific information through the local media on the usage of levy support	Salem City School Board, Levy committees & Salem City School Administration	Year 1
<b>Objective 2: Create effective school-community partnerships</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.2.1	Insure that effective, active Parent Teacher Organizations are present in all school buildings in the Salem City Schools (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #2)	a. Identify and encourage parents to participate in forming a PTO where they do not currently exist	Salem city Schools & Parents of school age children	Year 1
2.2.2	Develop partnerships and collaborative models that promote effective relationships between the community, including the business community, and the schools (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #2)	a. Explore the usage of models that promote school-community partnerships such as that developed by Dr. Pat Cooper b. Identify best practices used by school districts who have successful school/community collaboration c. Choose and implement the chosen school-community partnership	Salem City Schools & Salem Area Chamber of Commerce	Years 1-2

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2.2.3	Develop initiatives to involve the business community in the schools	<ul style="list-style-type: none"> <li>a. Implement Junior Achievement Programs in the schools</li> <li>b. Develop linkages between business and the schools through Business Advisory Councils</li> <li>c. Mentorship opportunities/internships in local businesses</li> </ul>	Salem City Schools, Salem Area Chamber of Commerce & Salem area employers	Years 2-3
2.2.4	Understand and develop flexible programs that address the special needs of children who are from non-traditional families	<ul style="list-style-type: none"> <li>a. Schools collaborate with social service providers to understand challenges faced by children as a result of socio-demographic changes</li> <li>b. Develop programs that address these issues as they impact on successful education</li> </ul>	Social service providers, Salem city Schools, Religious institutions & Non-profit organizations	Years 2-3
<b>Objective 3: Salem area youth learn to be effective community and business leaders</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.3.1	Develop leadership programs for youth in the schools and community	<ul style="list-style-type: none"> <li>a. Create and find support for a Salem Area Youth Leadership Program</li> <li>b. Promote local participation in Youth Clubs such as 4H</li> </ul>	Chamber of Commerce, OSU Extension & KSU-Salem	Year 1

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2.3.2	Provide a variety of opportunities for youth to learn and use entrepreneurship skills	<ul style="list-style-type: none"> <li>a. Create a Business Club in the schools</li> <li>b. Offer courses to youth in the schools and in the community on entrepreneurship</li> <li>c. Create venues for experienced entrepreneurs to mentor/advise youth in development of small businesses</li> <li>d. Create financing incentives for youth entrepreneurs, possibly through the Community Foundation and Alumni Club</li> <li>e. Collaborate with KSU-Salem and OSU Extension to create an incubator specifically for youth-run businesses</li> </ul>	Business Advisory Council, KSU-Salem, OSU Extension & Salem City Schools	Years 3-5
2.3.3	Raise career option awareness among Salem area youth and their parents	<ul style="list-style-type: none"> <li>a. Hold forums in schools 3 times a year on career opportunities and requirements</li> <li>b. Help interested youth develop career plans</li> </ul>	Chamber of Commerce & Salem City Schools	Year 1

<b>Goal 3: The Salem School District is attractive to potential residents and current residents of the Salem area</b>				
<b>Objective 1: Make Salem City Schools an educational option of choice for current and potential residents</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.1.1	Identify and address the major reasons that current residents choose alternative educational options (Supports Salem City Schools Board of Education Goals 7/21/2008: Goal #2)	a. Survey parents whose children have left the Salem City Schools to determine the reasons b. Develop a plan to address the major reasons c. Implement the plan	Salem Alumni Association & Salem City Schools	Years 2-3
3.1.2	Engage local employers in a discussion of strategies to promote the Salem area as a choice of residence for potential employees, understanding that the schools are a key factor in location decisions	a. Convene discussion groups b. Gather input	Salem Chamber of Commerce, Business Advisory Council & SAIDC/Sustainable Opportunity Center	Years 2-3
3.1.3	Explore the implementation of a community initiative similar to the "The Kalamazoo Promise" with community stakeholders.	a. Research Kalamazoo Promise b. Determine feasibility of implementation c, Gain support from Committee Stakeholders	Salem City Schools & Salem Chamber of Commerce	Year 2
<b>Goal 4: Increase the educational attainment of graduates of Salem High School</b>				
<b>Objective 1: Involve the community in promoting and facilitating higher education for graduates</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>

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4.1.1	Develop a support group for public school students and their parents to help them prepare for and apply to college	<ul style="list-style-type: none"> <li>a. Create a group of community leaders to promote higher education to the general public through the media and presentations to organizations/groups</li> <li>b. Establish a dedicated outreach position in the high school to work with students and parents to encourage college attendance and help with the application process</li> <li>c. Provide in-services for teachers in all grades on providing encouragement and helping children prepare for college</li> <li>d. Promote the use of scholarships by the Alumni Association and the Community Foundation</li> </ul>	High School Guidance Counselors, Salem City Schools & Salem Community Foundation	Years 2-3
4.1.2	Expand scholarships available for Salem High School Grads going on to higher education	<ul style="list-style-type: none"> <li>a. Grow the Community Foundation Scholarship Fund to offer larger and more scholarships</li> <li>b. Grow the Alumni Association Scholarship</li> </ul>	Salem Community Foundation & Salem Alumni Association	Year 1

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		Fund to offer larger and more scholarships		
4.1.3	Promote the opportunities and careers available for high school graduates through technical degrees and certification programs	a. Hold forums every six months to provide information on career options to High School students	Chamber of Commerce & Salem City Schools	Year 1
4.1.4	Maximize the successful completion of higher education by Salem graduates	a. Develop a retention mechanism to track the status of college and technical school attendees from Salem b. Develop a local committee that can work with college enrollees to solve problems/issues that threaten their college completion	Salem Alumni Association	Years 2-3
4.1.5	5 Increase the number of Salem City School students participating in KSU-Salem Post-Secondary Education Opportunities (see also 5.1.1-5.1.2)	a. Determine current levels of participation b. Develop a plan to increase participation with target goals and Implement plan	KSU-Salem & Salem City Schools	Years 2-3

**Goal 5: Relationships between the Salem Area Community and Kent State University – Salem Campus are varied and effective**

**Objective 1: Assist Salem High School graduates to take full advantage of post secondary educational opportunities**

<b>through KSU – Salem</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.1.1	Assist Salem High School graduates in identifying educational opportunities available through KSU - Salem	a. Coordinate open houses for Middle School and High School students at KSU - Salem	KSU-Salem & Salem City Schools	Year 1
5.1.2	Increase enrollment in post secondary options at KSU - Salem for Salem graduates	a. Survey HS students to Identify areas of shared interest b. Develop programs at KSU – Salem that address these interests c. Survey local employers to determine skills/expertise needed in the future d. Design programs to meet these needs e. Promote these programs to HS students	KSU-Salem, Business Advisory Council & Salem City Schools	Year 2
5.1.3	Offer the children of KSU – Salem students educational experiences while their parents are in class	a. Survey KSU – Salem students with children to gage their interest in and type of programs for their children b. Develop and offer programs	KSU-Salem	Year 3
<b>Objective 2: KSU – Salem links to Salem City Schools to create opportunities</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>

5.2.1	Create joint faculty positions with Salem City Schools and KSU – Salem	<ul style="list-style-type: none"> <li>a. Create ad-hoc committee to consider feasibility and guidelines and funding</li> <li>b. Identify potential positions</li> <li>c. Create positions</li> </ul>	KSU-Salem & Salem City Schools	Year 3
<b>Objective 3: The KSU – Salem Campus and KSU programs are well used by Salem area residents, Youth and businesses and provide familiar places to gather</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.3.1	The Youth Business Incubator is fully occupied by qualified start-up businesses (see 2.3.2e)	<ul style="list-style-type: none"> <li>a. Identify possible locations for a Youth Business Incubator</li> <li>b. Community organizations help to identify potential occupants</li> <li>c. Funding is applied for as needed</li> </ul>	Chamber of Commerce, Business community & Salem City Schools & KSU-Salem	Year 5
5.3.2	Classes and life-long learning opportunities are offered through KSU – Salem to Salem area residents and youth	<ul style="list-style-type: none"> <li>a. Survey community residents to determine interests and needs</li> <li>b. Implement a schedule of classes and program offerings to meet these needs</li> </ul>	KSU – Salem, Salem City Schools & Chamber of Commerce	Year 2
5.3.3	KSU – Salem integrates itself with the Salem community by collaborating to hold community events at KSU – Salem campus and related sites	<ul style="list-style-type: none"> <li>a. Salem Arts organizations coordinate offerings with KSU –</li> </ul>	Arts organizations in Salem, KSU – Salem & Chamber	Year 2



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		Salem to identify potential opportunities	of Commerce	
5.3.4	KSU – Salem programs such as those offered through the Workforce Development program are well known and used by Salem Area business and industry	a. Promote available programs to business and industry	Chamber of Commerce & KSU - Salem	Year 1
5.3.5	Develop an internship program for KSU – Salem students in small businesses in Salem	a. Develop an internship program and hire a staff person to design assignments and manage the assignments for business executives a. Identify interest among small businesses b. Identify interested students	Chamber of Commerce, KSU – Salem & Salem business community	Year 3
5.3.6	Establish a Salem area public access channel	a. Research process to set up a public access channel in collaboration with KSU-Salem b. Determine support for the concept c. Implement a plan to set up the channel	Salem City Schools & KSU-Salem	Year 5

**Goal 6: Kent State University – Salem Campus programs and facilities expand to meet the needs of the community and the mission of the institution to provide community outreach**

**Objective 1** KSU-Salem will focus on facility renovations and expansions that will provide for increased opportunities of community outreach and economic growth

	Strategy	Action	Responsibility	Timeframe
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6.1.1	KSU-Salem will move forward with plans to expand learning facilities for health care professions. Economic projections indicate that health care will be leading area for job creation through 2030	a. KSU-Salem will request assistance and support from City of Salem, Salem Community Hospital and Salem Organizations as needed	KSU-Salem	Year 1
6.1.2	KSU-Salem will research and implement strategic initiatives to maximize the use of the campus City Center for community outreach activities and workforce development	a. KSU-Salem will request assistance and advice from Salem Community Organizations and business community as needed.	KSU-Salem	Year 1
<b>Objective 2:</b> : KSU – Salem will support the private sector’s efforts to establish housing units that will make it feasible for students outside the immediate area to attend the campus				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.2.1	Salem and KSU-Salem provides support for private sector plans to develop housing attractive to students	a. Promote existing programs for non-traditional students b. Identify gaps in programs/courses/degrees and develop innovative curriculum designs to meet those needs	KSU – Salem & Chamber of Commerce	Year 3
<b>Objective 3:</b> KSU – Salem’s courses and degrees are designed to meet the needs of nontraditional students				
6.3.1	The expansion of online, weekend and video-conferencing degrees, courses, continuing studies and lifelong learning opportunities will be expanded to meet resident needs and demands	a. Survey residents to determine interests b. Develop courses c. Explore variety of	KSU-Salem Chamber of Commerce & Salem City School	Year 2

		delivery methods		
<b>Goal 7: Design specific curriculum at Kent State University-Salem to meet required knowledge base of targeted job market</b>				
<b>Objective 1:</b> Research and report on infrastructure and workforce needs for the development of a knowledge based job market				
7.1.1	Meet with businesses leaders in Northeastern Ohio and Western Pennsylvania to determine what influences their decisions for selecting a location for expansion	a. Establish meeting b. Report results c. Use results to develop work force plan	KSU-Salem, Chamber of Commerce & Salem City Schools	Year 2
<b>Objective 2:</b> The Sustainable Opportunity Center, City Government and KSU-Salem will work collaboratively to develop workforce skill-sets for growth industries				
7.1.2	Identify specific training and workforce development needs for companies expanding into the Salem area	a. Identify companies b. Meet with to determine workforce needs c. Develop workforce training plans to meet these needs	KSU-Salem, City of Salem, Sustainable Opportunity Center	Ongoing
<b>Goal 8: Salem is a wired community</b>				
<b>Objective 1: Expand High speed internet usage and capabilities by Salem area residents and businesses</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
8.1.1	Implement free/low cost computer and internet usage courses in the schools and in the community so that residents and businesses can become knowledgeable and proficient in their use	a. Research needs to determine potential courses b. Identify sponsors c. Identify instructors d. Implement courses	Salem Public Library & Salem City Schools	Year 2
8.1.2	Expand the availability of computers available for community	a. Inventory current	City of Salem	Year 3

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	<p>and educational use by expanding and/or creating facilities available through the schools (including KSU-Salem), Salem Public Library, Salem Community Center, YMCA and other appropriate sites</p>	<p>computer availability  b. coordinate &amp; promote existing inventory  c. Identify additional computers and locations needed  d. Identify donors and support  e. Establish community-wide facilities plan</p>		

## **Infrastructure/Transportation**

### **Summary**

A community's infrastructure base and transportation network is very important to providing the quality of life that makes a community attractive. Needed services and utilities help support residential growth and a vibrant economy.

Infrastructure considerations for the Salem area, as with any community, cover a broad landscape of services and facilities. The specific elements of infrastructure that are addressed within this section of the plan include the following:

1. Water and Sewage
2. Telecommunications
3. Transportation
4. Power

The community survey taken at the beginning of the Comprehensive Plan process identified a number of factors that impact on the Infrastructure and Transportation segment of the planning process. Significant concerns and positives will be incorporated into the specific sections of this report.

Data and information for the Infrastructure/Transportation section of the Comprehensive Plan has been gathered from a variety of sources including community brainstorming sessions, key informant interviews, surveys (web and paper) and secondary source research.

### **Planning Issues**

Planning issues for the Salem area include:

- **Water:** collaborative plans and shared agreements between the County Commissioners, BWD and Salem Water system will be needed to insure that Salem residents receive adequate services at a reasonable cost. Fiscal considerations and system capacities should be addressed in arriving at a collaborative plan for service area territories.
- **Sewer:** the city needs to come to a resolution with EPA in regard to phosphates in the system.
- **Funding:** sources of revenue for upgrades and improvements of aging infrastructure need to be found. Strategies to achieve a more comprehensive rebuilding of roadways needs to be developed in place of the current method of patching as dollars permit.

- Collaboration with Perry Township: Salem and Perry Township should continue to explore collaborations and possible shared service arrangements.
- Transportation: Salem residents highly value the walkability of their community. Efforts should be made to continue to plan for sidewalk improvements. Also, Salem should continue to be involved in regional efforts to improve SR 62, extending the four lane from Alliance to Rt. 11.
- Telecommunications: High speed internet services are the super highway of the 21<sup>st</sup> Century. Salem needs to support and engage in planning that will help deliver a variety of quality, affordable services to area residents and businesses.

## **Existing Conditions and Trends**

### **A. Water Services:**

Water department personnel provided a detailed history of the Water Department (Exhibit I). The initial survey commented on the high quality of water at a reasonable price provided by the Salem Water Department.

Salem's Water system currently has excess capacity in its water treatment plant and continues to acquire additional water resources as a cushion to accommodate the possibility of increased demand due to future growth and climate change. The system produces 2.5 million gallons of water daily with the capability of producing 4-6 million if necessary. Population analyses of a decade ago projected for Salem to grow to 20,000, but this growth has not occurred and is not anticipated by more recent analyses. The reason for this limited population growth is that a number of large manufacturers have left the Salem community within the past five years (Eljer, Crane-Deming and Sekely).

Retail and residential growth is occurring on the east side of town. Due to the topography, further growth in this area of the city will require the installation of expensive lift stations and pumps. Further, heavy industrial growth, if it should occur, should be encouraged on the west side of town in currently vacant manufacturing sites or in properties contiguous to the existing industrial park. However, the Water Department representatives indicated a willingness to develop supporting infrastructure wherever it is needed. (See Exhibit II for background information provided by the Water Department).

The Water Department has two reservoirs; a 100 acre/ 500 million gallon surface lake, and a 20 acre/ 24 million gallon surface lake. These reservoirs compliment the City's three wells that produce between 600,000 and 800,000 gallons of water daily. Salem's wells currently supply approximately 40% of the total daily water usage. Well water requires less treatment and is the preferred source, but cannot meet all of our needs, particularly in dry times. The remainder of water demand is obtained from

Salem's reservoirs. Even considering the provision of water to Leetonia and selling water to the Buckeye Water District for the Federal Prison and other users, the City of Salem will still have 25% of their water producing capacity unused. This reserve will need to be monitored carefully by the city to insure the accommodation of unforeseen demands. If future residential and business growth is greater than projected, Salem may have a reduced cushion of available water to meet unusual demand or climate constraints (drought). Also of concern are projections for the water resource availability in the state of Ohio. It is imperative that the City of Salem and region monitor their water resources carefully.

The cost of Salem's water to the retail, business and residential consumer has remained reasonable. The city has the lowest water rates in the region without a water rate increase since 1995. Collaborative agreements with Buckeye Water District will provide the financial stability that the city's water department needs to maintain reasonable rates for city residents and employers and allow the building of financial reserves earmarked specifically for potential major capitol expenditures. The Water Department has an additional potential resource in the potable water discharge from the sewage treatment plant. Daily discharge is 3 million gallons.

Current policy regarding water and sewer services to users outside of the city is that Salem will serve them at the city rate if they agree to be annexed. Currently the city serves users north of the city limits with sewer, out to the Salem Hills Condominium Complex using a private sewer line, and south to the Kent State University Salem campus with water and sewer. Services to users outside of the city will need to be explored into the future. Because of decreases in local government funding from the state, Salem will need to look for feasible opportunities to expand water sales to other communities and users contingent upon their paying for line construction.

Currently, the city will serve water and sewer users outside of the city without annexation if they pay a surcharge of 125% of in-city water bill and 150% for sewer. Also, there's an agreement in place between Perry Township and the city regarding a moratorium on annexation for ten years within three years left on this agreement.

Future plans for Salem include looking for a grant or loan to construct a 300,000-500,000 gallon storage tank for the east side of the city in the Roosevelt/Highland Street area. Plans are also being developed to expand water service to the Village of Leetonia, which is seven miles east of the City of Salem. Also, Leetonia is seeking a grant for \$1 million from the Ohio Public Works Commission to connect with Salem's line that currently serves Washingtonville. Although additional potential customers are being researched, the County's water supplier, Buckeye Water District (BWD), also views certain parts of the county as potential expansion territory. Recent initiatives undertaken by the County Commissioners to encourage collaboration among the City of Salem and Buckeye Water district need to be supported.

Salem's Water Department, as governed by the Salem Utilities Commission, is an increasingly valuable asset to the community. Its well-managed growth and acquisitions of more water rights as well as maintenance of high quality and low price make it a significant community asset. Numerous articles in national and international publications reflect that we are very fortunate and that its importance will increase in the future (U.S. News and World Report-June 4, 2007). The community that controls this resource controls its destiny. Selling or passing management to an outside entity might irreparably limit this communities future growth potential or prove limiting to potential commercial ventures.

#### B. Sewer Services

The city conducted major improvements to its sewer system in 1985 and accomplished a \$12.5 million expansion in 2002. There is sufficient excess capacity of 1 million gallons per day to serve projected short term; with a total capacity of 4 million gallons per day and a current usage of 3 million gallons per day. Because the city's projected population growth is small, and unless the city is chosen as the site of a major water using industry such as a food processor, the excess capacity should be sufficient to meet projected needs.

However, the city's system is facing a major challenge in that phosphorous loading is greater than the Environmental Protection Agency's allowed maximums. Salem is home to a large meat processor, Fresh Mark, Inc., that produces a large amount of waste that is creating a phosphorous problem for the city's system and negatively impacting upon the Salem sewer plant. Ohio EPA has not mandated a correction plan yet, but if they did the city anticipates that it would require a major expensive upgrade in the range of \$4 to \$12 million. The city is currently appealing and further court action is probable beyond the current appeal, depending in part of the Federal EPA's ruling and what Ohio EPA will require to address the federal issues. Research on alternative solutions to this problem is continuing. The Salem Utilities Commission is also prudently setting aside funds for potential future capitol expenditures, if required.

#### C. Telecommunication:

Multiple providers service the local area with both cellular and land lines. The expansion of Time Warner into telephone access and the multiple cellular sources connect Salem well beyond the local area. In regard to internet access, East Palestine Internet (EPI) currently provides services to most of the Salem area or is planning to provide those services.

The primary infrastructure component that needs to be addressed in the future is the quality of Salem's wireless community. High speed internet access that is state of the art and reasonably priced, and is readily available to business, educational and



residential consumers is crucial for Salem to compete in the economy of the 21<sup>st</sup> Century.

The City of Salem Utilities Department has been taking the lead on identifying and evaluating different forms of high-speed internet access through both public and private entities and public-private partnerships. The City of Salem Utilities Department and the Columbiana County Port Authority have been discussing alternatives for internet expansion into Salem. Fiber Media, Inc; in conjunction with The Columbiana County Port Authority, is currently working on a \$10 million fiber-optic project that would create a 260 mile network linking south Range School with other educational and community resources. The Salem City Schools would also benefit from this project and the Salem community would obtain the rights to commercialize the unused portion of bandwidth. After 10 years, the County Port Authority will own the unused portion of the network, and plans to use this excess capacity it to attract IT and high tech companies and skilled/educated people to the Salem Area.

A map of current service areas for existing providers is attached (Exhibit III).

#### D. Transportation

The walkability, bikeability and general ease of parking and traffic flow were among the highest rated features of Salem according to residents during brainstorming sessions held throughout the community. The arrangements of buildings and convenient pedestrian and automobile transportation networks make Salem an easy city to get around. Salem's traffic patterns and sidewalks were identified by city residents as "positive aspects", but there were concerns with State Street's heavy traffic at times, particularly the heavy trucks. School personnel also mentioned this as a concern due to children walking to school on these busy streets. The Salem area's youth place a high value on sidewalks as a convenient, safe way to access the downtown and other shopping areas and to get around the city in general. They would like to see the development of sidewalks on all streets in the city and would also like to see crosswalks at all of the schools, not just the elementary buildings.

The need to complete an overpass bridge over the railroad tracks south of town was identified both by residents and safety (fire and police) personnel because of the potential for slow or stopped trains to cut off the south side of the Salem area (See Exhibit IV for ODOT traffic studies).

Truck traffic through the downtown has been a concern of the Chamber and community residents. ODOT studies of 2006 traffic counts indicate that 820 Class B & C commercial trucks travel through the downtown on a given day, a 16% increase from the 2003 study. Methods to divert truck traffic from the downtown, other than those who are making deliveries of pick ups, should be explored with an emphasis on completing the bypass loop.

The City Service Department is responsible for roads, sidewalks, and storm run off.

#### Sidewalks:

Annually the city gets block grants from state CDB monies of between \$50,000-70,000 annually for sidewalk repair/replacement in older residential neighborhoods. That allows for roughly 2700 feet of new or replaced sidewalk per year. In the last 10 years, 7.18 miles worth has been installed or replaced. Because of the great value that residents place on Salem's sidewalks, additional funds should be sought to improve existing and extend additional sidewalks throughout the city.

#### Road Repair and Construction:

Roads are budgeted between \$350,000 - \$400,000 per year for the repair and replacement of both asphalt and concrete, except in 2004 when there were no funds available for this work. Because of limited funding the city has begun to repair streets using a patching approach. While this is acceptable as a stop gap measure, it will not address the need for long lasting improvements, as totally rebuilt streets would do. There are 63 miles of streets in Salem. If they were repaired completely, the city could only improve 7 streets a year. By using the patching approach the city can repair 32 streets a year. The budget for street improvements is controlled by City Council and is tied to income tax revenues.

See Exhibit V for a map highlighting the major highway routes into Salem.

#### Rail Transportation:

Norfolk Southern is the primary track owner/user with two mainline tracks going through Salem. There are approximately 70-80 trains a day transiting the community, and NS believes that as long as fuel prices remain elevated this level of traffic will continue or even increase. There were four rail sidings/spurs in the city at the height of its industrial development, but only one is currently in use by a local company. With the increase of double level container cars the railroad will need higher overpasses so taller loads can be hauled. This need must be addressed when considering the construction of an overpass on the south side of Salem.

#### Parking:

Overall there seems to be adequate parking in the downtown area. Conversation with the Chairman of the Chamber of Commerce's Retail & Businesses Association concurred in that view, but indicated that continued emphasis is needed to insure business owners and their employee's park in the municipal lots behind their business. This will insure street spaces that are available to potential customers. He also

suggested that the City investigate providing public restroom facilities in the downtown area.

Public Transportation:

- Taxis. Paul's Taxi has operated a taxi service in the Salem and Columbiana area since the mid-1940s. It's a 24 hour operation with one ready and another on standby. Rick Thompson the business owner indicated the public subsidized CARTS program has negatively impacted his business.
- Community Action Rural Transit System (CARTS). The CARTS program is a 501(c)(3) not-for-profit charitable organization funded primarily through the state (\$202,000) and federal government (\$509,000). Additional funds are generated from their fees for users and fund raising activities. Door to door transportation is offered to everyone in the county, but 24 hour pre-notification is necessary unless you are on one of the in town regular routes. Agency information is available through their website: <http://cartsonline.org>
- Salem Air Park Ltd. The airport began in 1940s on the Holabaugh farm. It began with two hangers and 800 feet of runway. Over the succeeding years, and a number of owners, the airport grew to a 3400 ft runway, 73 hangers, a flight school, charter services and a maintenance facility. The current owners Mike and Brenda Pidgeon plan further expansion. They have constructed six new hangers and have opened a restaurant, the Skyline Diner & Ice Cream Shop. Future plans include extending the runway another 600 feet, adding a bed and breakfast for overnight travelers, adding Jet Fuel and GPS (Navigation system) approaches.

E. Power

- Natural Gas: Columbia Gas is distribution agent for providers serving the area including Dominion and Interstate. Columbia Gas owns, maintains and services the lines to individual users. Salem is the area hub with 32 employees excluding those operating the Brinkert Station in Leetonia. Salem has recently moved to a community aggregate program that the community could opt out of. Initially the price has improved, but officials need vigilant in monitoring the future prices since they are market driven.
- Electricity: Ohio Edison is our local provider. Further information is necessary, but initial contacts seem to indicate they feel comfortable with the continuing improvement of their delivery systems.

Exploring the introduction of alternative technologies, such as wind power, biomass or solar energy, would well position Salem in the future. Communities who can provide

clean, sustainable energy will be the leaders in the new economy. An area that warrants further investigation is the seemingly high cost of electricity to industrial users in N.E. Ohio.

## **Goals, Objectives, Strategies and Indicators**

### **Goal 1: The Salem area has a detailed, coordinated and comprehensive plan for infrastructure and transportation improvements into the future**

Objective 1: Develop a comprehensive infrastructure and transportation plan that will address the Salem area's future needs in a coordinated manner

- 1.1.1 The city will initiate the development of a plan that will address the city's needs for residential, commercial and industrial services in a way that coordinates present and future utility and transportation considerations
- 1.1.2 The city and township will explore ways to collaborate on joint infrastructure and transportation needs and develop a comprehensive approach to new development

### **Goal 2: The Salem area's residents and businesses have access to safe, affordable and sufficient water taking into account the future growth of the community**

Objective 1: Prepare for future growth in areas suitable for potential residential and business development

- 2.1.1 Identify other suitable and appropriate areas for residential and business growth in the Salem area, including Perry Township and in partnership with the Trustees, develop collaborative plans to effectively service these areas
- 2.1.2 Design collaborative agreements, such as Joint Economic Development Districts (JEDDs), Cooperative Economic Development Agreements (CEDAs) or other mutually beneficial arrangements with Perry Township to provide water and sewer in lieu of annexation

#### **Indicators:**

- Number of JEDDs and/or CEDAs entered into
- Number of collaborative plans to service growth areas

**Goal 3: Continue to explore the provision of water services to other communities and users in Columbiana County in cooperation with other providers and political entities**

Objective 1: Explore plans to deliver water to communities and users outside of the Salem area

- 3.1.1 Provide water to Leetonia if outside funding can be located for the line extension
- 3.1.2 Continue to acquire appropriate additional water rights/resources that would insure the system's ability to provide the Salem area and supported outside communities/agencies water into the future
- 3.1.3 Continue collaborations with Buckeye Water District to serve users outside of the City of Salem
- 3.1.4 Enhance financial revenue generation opportunities for the water system in order to maintain reasonable rates for Salem residents and businesses

Objective 2: Prepare for future growth on the east side of Salem and in other areas suitable for potential residential and business development

- 3.2.1 Reach mutual agreements with the County and the Buckeye Water District to determine the most efficient and financially beneficial plan to deliver water services to communities and customers in Columbiana County

**Indicators:**

- Number and scope of collaborative partnerships with Buckeye Water District
- Increases in water system revenues
- Maintenance of reasonable rates for Salem residents and businesses
- Number of water customers outside of the City of Salem

**Goal 4: To provide safe, affordable and sufficient sewer services to the Salem area's residents and businesses taking into account the future growth of the community**

Objective 1: Develop workable solutions to Salem's phosphorous situation

- 4.1.1 Plan for enhancements to the sewer plant that will meet or exceed possible EPA enforcement actions related to the evolving phosphorous standard

Objective 2: Prepare for future growth on the east side of Salem and in other areas suitable for potential residential and business development

- 4.2.1 Plan for the improvements of services to the East side of Salem
- 4.2.2 Identify other suitable and appropriate areas for residential and business growth in the Salem area, including Perry Township, and in collaboration with the Trustees develop mutually beneficial plans to effectively service these areas

**Indicators:**

- Resolution of phosphorous issues between the EPA and the City of Salem
- Expansion of sewer services to meet anticipated growth and development in the Salem area

**Goal 5: Telecommunications infrastructure in the Salem area supports a 21st century economy and quality of life**

Objective 1: Salem will play a supportive role to public and private providers in the development of a high speed internet network that will serve Salem area businesses and residents with quality, state-of-the-art, affordable options

- 5.1.1 Continue to explore the possibility of implementing community-wide wireless service with private providers in the Salem area to serve residential and business users
- 5.1.2 Support the Columbiana County Port Authority's efforts to develop a fiber optic network and collaborate with their plans to serve educational institutions and use the network as a draw for IT companies to the Salem area

**Indicators:**

- Number of different options for affordable, quality high speed internet access in the Salem area for residents and businesses
- Number of IT firms/entrepreneurs locating, starting up or expanding in the Salem area
- Percent of households and businesses who are subscribing to high speed internet services

**Goal 6: Continue to explore opportunities to provide Salem area residents and businesses with affordable, environmentally sensitive and efficient sources of power**

Objective 1: Insure that Salem's participation in the natural gas community aggregate program remains beneficial

- 6.1.1 Monitor market forces and Salem's participation in the natural gas community aggregate program to insure that prices for natural gas remain cost effective

Objective 2: Explore the American Municipal Power Electrical Aggregation Program to see if it would provide an appropriate option for the Salem area

- 6.2.1 Investigate further potential of involvement in AMP Ohio
- 6.2.2 Conduct a feasibility analysis of providing power to Salem residents and businesses as an AMP Ohio community

Objective 3: As a long term option, explore other sources of power generation including wind, solar and biomass, for their applicability to the long term power needs of Salem area residents and businesses

- 6.3.1 Inventory programs/resources available to help with research into alternative forms of energy

**Indicators:**

- Existence of natural gas rates that are lower than other similar communities in the region
- Existence of research programs/resources inventory for alternative forms of energy
- Existence of electric rates that are lower than other similar communities in the region

**Goal 7: Improve transportation networks within and to the Salem area to address accessibility, safety and potential growth issues**

Objective 1: Improve traffic patterns and reduce congestion throughout the Salem area

- 7.1.1 Address traffic congestion on the east side of Salem to improve access to this major retail and residential growth area
- 7.1.2 Reduce truck traffic through the downtown central business district by creating a truck route along Rt. 45 south of Salem (see Objective 3, Strategy 1)

Objective 2: Improve highway access to the Salem area

- 7.2.1 Participate with regional efforts to urge the completion of a four lane Route 62 from the city of Alliance to Route 11 and beyond

7.2.2 Urge ODOT to move the Route 62 project up in the planning/implementation process earlier than the currently projected starting date of 2014

Objective 3: Address safety and accessibility issues related to rail lines traversing Salem

7.3.1 Plan for improved access to the south side of town by analyzing the feasibility of a bypass extension and bridge (or bridges) over the railroad tracks along Route 45 South/Pidgeon Road in south Salem

Objective 4: Improve air access to the Salem area

7.4.1 Support efforts of the regional airport to grow and be no less than revenue neutral while better serving business and tourism air travel

7.4.2 Encourage public – private partnerships to promote additional charter and cargo services at the Salem’s local airport

**Indicators:**

- Reduction of truck traffic through the downtown area and East State Street
- Feasibility study conducted for Rt. 45 railroad overpass
- Completion of Rt. 62 four lane from Alliance to Rt. 11
- Increased usage of regional airport facilities by Salem area businesses and residents

**Goal 8: Support Salem area economic development initiatives by insuring that infrastructure planning and development is responsive to economic growth needs**

Objective 1: Provide needed infrastructure to industrial growth areas

8.1.1 Support Salem’s efforts to acquire additional industrial park land in the area of the existing two industrial parks

8.1.2 Simplify infrastructure improvements needed to the industrial parks and support additional growth

**Indicators:**

- Number of acres of new and improved industrial land with utilities and transportation access

**Goal 9: Address resident’s value of Salem as a walkable and bikeable community**



Objective 1: Continue to improve Salem's existing sidewalks and build new sidewalks as needed and desired by residents

- 9.1.1 Build a sidewalk from Giant Eagle to the Wal-Mart area to encourage shopping on foot
- 9.1.2 Initiate community/school collaboration to address safety issues for school children who walk to school
- 9.1.3 Encourage increased walking by Salem's residents by assessing the need for new and improved sidewalks

Objective 2: Improve the Salem area's bikeability

- 9.2.1 Expand the Salem area's bike path networks both inside of the city and regionally
- 9.2.2 Connect bike paths to important community features, such as shopping, parks and recreational facilities, schools, Kent State University Salem Campus, where feasible

Objective 3: Explore methods of securing private support for sidewalks and other needed development-related infrastructure

- 9.3.1 Examine the implementation of impact fees for new commercial developments to help pay for infrastructure improvements such as sidewalks and bike paths

**Indicators:**

- Number of miles of new and improved sidewalks
- Number of miles of bikepath
- Number of new crosswalks, especially those serving school children
- Number of impact fee agreements

**Goal 10: Enhance the land use, livability, economic vitality and quality of life of the region by fostering joint partnerships and collaborative relationships between the City of Salem and Perry Township**

Objective 1: The City of Salem and Perry Township will explore together ways in which they can enhance the effectiveness of each other's services

- 10.1.1 Explore the possibility of Joint Economic Development Districts (JEDDs), Cooperative Economic Development Agreements (CEDAs), or other joint efforts to facilitate economic development that provides benefits equally to the Township and city

- 10.1.2 Explore the sharing of public services which would improve their responsiveness, quality and cost effectiveness
- 10.1.3 Examine the advantages and disadvantages and feasibility of city/township mergers

Objective 2: Perry Township's land use plan and the City of Salem's land use/comprehensive plan will be used to create a collaborative regional plan that furthers the land use goals of the greater Salem area

- 10.2.1 Consider the creation of a collaborative regional plan

**Indicators:**

- Number of collaborative agreements between Perry Township and the City of Salem
- Number of shared services partnerships between Perry Township and the City of Salem
- Existence of regional plan that is supported by both township and city

**Implementation Plan – Infrastructure/Transportation**

<b>Goal 1: The Salem Area has a detailed, coordinated and comprehensive plan for infrastructure and transportation improvements into the future</b>				
<b>Objective 1: Develop a comprehensive infrastructure and transportation plan that will address the Salem area’s future needs in a coordinated manner</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1.1	The city will initiate the development of a plan that will address the city’s needs for residential, commercial and industrial services in a way that coordinates present and future utility and transportation considerations	a. Appoint an ongoing committee to monitor and address.	Salem City Council & administrator.	2009
1.1.2	The city and township will explore ways to collaborate on joint infrastructure and transportation needs and develop a comprehensive approach to new development	a. Establish a committee of affected governmental agencies.	Salem City Council & Perry Township.	Ongoing
<b>Goal 2: The Salem area’s residents and businesses have access to safe, affordable and sufficient water taking into account the future growth of the community</b>				
<b>Objective 1: Prepare for future growth in areas suitable for potential residential and business development</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.1.1	Identify other suitable and appropriate areas for residential and business growth in the Salem area, including Perry Township and in partnership with the Trustees, develop collaborative plans to effectively service these areas	a. Appoint an ongoing committee to monitor and address.	Salem City Council & Administrator.	2009
2.1.2	Design collaborative agreements, such as Joint Economic Development Districts (JEDDs), Cooperative Economic Development Agreements (CEDAs) or other mutually beneficial arrangements with Perry Township to provide water and sewer in lieu of annexation	a. Establish a committee of affected governmental agencies to discuss collaborative agreements. b. Develop preliminary plans and cost analyses. c. Identify potential sources of local, state and	Salem City Council & Perry Township.	2009

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		federal funds.		
<b>Goal 3: Continue to explore the provision of water services to other communities and users in Columbiana County in cooperation with other providers and political entities</b>				
<b>Objective 1: Explore plans to deliver water to communities and users outside of the Salem area</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.1.1	Provide water to Leetonia if outside funding can be located for the line extension	In process as of Feb, 2008	Salem City Administration & Leetonia City Administration	2009
3.1.2	Continue to acquire appropriate additional water rights/resources that would insure the system's ability to provide the Salem area and supported outside communities/agencies water into the future	Continual investigation into useable additional water sources	Salem Water Department	Ongoing
3.1.3	Continue collaborations with Buckeye Water District to serve users outside of the City of Salem	Create mutually beneficial support contacts	Salem Water Department & Buckeye Water District	Ongoing
3.1.4	Enhance financial revenue generation opportunities for the water system in order to maintain reasonable rates for Salem residents and businesses	Investigate other community's needs	Salem Water Department & Other Municipal Governments	Ongoing.
<b>Objective 2: Prepare for future growth on the east side of Salem and in other areas suitable for potential residential and business development</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.2.1	Reach mutual agreements with the County and the Buckeye Water District to determine the most efficient and financially beneficial plan to deliver water services to communities and customers in Columbiana County	a. Negotiate proposals for mutual agreements	Salem City Administration/ Salem Water Department, County Commissioners	2009

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			& Buckeye Water District	
<b>Goal 4: To provide safe, affordable and sufficient sewer services to the Salem area’s residents and businesses taking into account the future growth needs of the community</b>				
<b>Objective 1: Develop workable solutions to Salem’s phosphorous situation</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.1.1	Plan for enhancements to the sewer plant that will meet or exceed possible EPA enforcement actions related to the evolving phosphorous standard	Investigate current & future technologies to clean sewer water	Utilities Commission & Salem Water Department	Ongoing.
<b>Objective 2: Prepare for future growth on the east side of Salem and in other areas suitable for potential residential and business development</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.2.1	Plan for the improvements of services to the East side of Salem	a. Continuously review potential for future growth b. Develop infrastructure improvement plans responsive to this identified growth	City Planning Commission & Salem City Government	Ongoing
4.2.2	Identify other suitable and appropriate areas for residential and business growth in the Salem area, including Perry Township, and in collaboration with the Trustees develop mutually beneficial plans to effectively service these areas	a. Expand Salem’s industrial park & identify additional land for development b. Identify potential residential growth areas and develop collaborative plans to provide needed infrastructure	Salem City Administration & Perry Township Trustees.	2010
<b>Goal 5: Telecommunications infrastructure in the Salem area supports a 21<sup>st</sup> century economy and quality of life</b>				

<b>Objective 1: Salem will play a supportive role to public and private providers in the development of a high speed internet network that will serve Salem area businesses and residents with quality, state-of-the-art, affordable options</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.1.1	Continue to explore the possibility of implementing community-wide wireless service with private providers in the Salem area to serve residential and business users	a. Obtain plans to expand services from current and potential providers including Digital Venue and East Palestine Internet b. Identify needs and develop plan to improve community wide wireless services c. Develop collaborative relationship with private providers to help Salem achieve its goals	City Utilities Commission & Private internet service providers	2009
5.1.2	Support the Columbiana County Port Authority's efforts to develop a fiber optic network and collaborate with their plans to serve educational institutions and use the network as a draw for IT companies to the Salem area	a. Meet with County Port Authority for collaboration purposes b. Monitor and support County Port Authority's plans for fiber optics	City Utilities Commission	2009
<b>Goal 6: Continue to explore opportunities to provide Salem area residents and businesses with affordable, environmentally sensitive and efficient sources of power</b>				
<b>Objective 1: Insure that Salem's participation in the natural gas community aggregate program remains beneficial</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.1.1	Monitor market forces and Salem's participation in the natural gas community aggregate program to insure that prices for natural gas remain cost effective	a. Review suppliers and programs they offer	City Council	Ongoing
<b>Objective 2: Explore the American Municipal Power Electrical Aggregation Program to see if it would provide an</b>				

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<b>appropriate option for the Salem area</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.2.1	Investigate further potential of involvement in AMP Ohio	a. Continue relationship with AMP Ohio to obtain information b. Continue to investigate potential	City Council	Ongoing
6.2.2	Conduct a feasibility analysis of providing power to Salem residents and businesses as an AMP Ohio community	a. Conduct a feasibility analysis	City Council	Ongoing
<b>Objective 3: As a long term option, explore other sources of power generation including wind, solar and biomass, for their applicability to the long term power needs of Salem area residents and businesses</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.3.1	Inventory programs/resources available to help with research into alternative forms of energy	a. Establish an ad hoc committee of Salem area public officials, businesses and knowledgeable individuals to identify programs/resources b. Analyze and identify potentially feasible alternative forms of energy	City Utility Commission	Years 1-5
<b>Goal 7: Improve transportation networks within and to the Salem area to address accessibility, safety and potential growth issues</b>				
<b>Objective 1: Improve traffic patterns and reduce congestion throughout the Salem area</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
7.1.1	Address traffic congestion on the east side of Salem to improve access to this major retail and residential growth area	a. Complete Bentley to the extended Cunningham Rd in the Home Depot area b. Extend Pershing to Cunningham	City Council & City Administration	2009 Scheduled June '08 completion.

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7.1.2	Reduce truck traffic through the downtown central business district by creating a truck route along Rt. 45 south of Salem (see Objective 3, Strategy 1)	a. Develop a preliminary plan to reroute truck traffic from the downtown area b. Propose this plan to ODOT c. Encourage ODOT to begin planning for this alternative	Salem City Council, Perry Township Trustees & Ohio Department of Transportation	2012
<b>Objective 2: Improve highway access to the Salem area</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
7.2.1	Participate with regional efforts to urge the completion of a four lane Route 62 from the city of Alliance to Route 11 and beyond	a. Continue and accelerate efforts to push for 4 lane B. Form organization of Mayors along route for united front	Mayors from Alliance to East Palestine, ECOG & ODOT	Ongoing with 2010 target launch.
7.2.2	Urge ODOT to move the Route 62 project up in the planning/implementation process earlier than the currently projected starting date of 2014	a. Push ODOT & TRAC Commission for earlier completion	Mayors from Alliance to East Palestine, ECOG & ODOT	Ongoing with 2010 target launch.
<b>Objective 3: Address safety and accessibility issues related to rail lines traversing Salem</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
7.3.1	Plan for improved access to the south side of town by analyzing the feasibility of a bypass extension and bridge over the railroad tracks along Route 45 South/Pigeon Road in south Salem	a. Push ODOT & TRAC Commission for studies	Mayor, City Council & County Commissioners	2010
<b>Objective 4: Improve air access to the Salem area</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
7.4.1	Support efforts of the regional airport to grow and be no less than revenue neutral while better serving business and tourism air travel	Promote domestic and international tourism to the region and continue business development	Mayor, City Council & Chambers of Commerce	2010



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7.4.2	Encourage public – private partnerships to promote additional charter and cargo services at the Salem’s local airport	a. Enter into discussions with airport manager b. Asses local businesses to determine for needs for additional services c. Identify partnership to expand services	Mayor, City Council & Chambers of Commerce	2009
<b>Goal 8: Support Salem area economic development initiatives by insuring that infrastructure planning and development is responsive to economic growth needs</b>				
<b>Objective 1: Provide needed infrastructure to industrial growth areas</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
8.1.1	Support Salem’s efforts to acquire additional industrial park land in the area of the existing two industrial parks	a. Expand efforts to join both sections together and seek additional adjacent land	SAIDC, City Council & Mayor	2009
8.1.2	Simplify infrastructure improvements needed to the industrial parks and support additional growth	a. Create booklet of specified city and industrial park requirements, based upon the original park rules and zoning rules to facilitate expansions and/or new construction	SAIDC, City Council, Zoning & Mayor	2009
<b>Goal 9: Address resident’s value of Salem as a walkable and bikeable community (See Goal 5: Parks, Recreation &amp; Natural Resources Chapter)</b>				
<b>Objective 1: Continue to improve Salem’s existing sidewalks and build new sidewalks as needed and desired by residents</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
9.1.1	Build a sidewalk from Giant Eagle to the Wal-Mart area to encourage shopping on foot	a. Develop plans for new sidewalks that will take	Service Director, Mayor	2009

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		into account potential curb cuts for new residential development b. Accommodate the needs of elderly shoppers who will access shopping on foot	& City Council	
9.1.2	Initiate community/school collaboration to address safety issues for school children who walk to school	a. Acquire sidewalk funding as often as feasible b. Enhance existing sidewalks	City Administration & Salem City Schools	Ongoing
9.1.3	Encourage increased walking by Salem's residents by assessing the need for new and improved sidewalks	a. Identify and secure sources of funding, such as grants, for increased sidewalk construction in needed locations b. Provide educational resources for residents on the health value of walking	City Administration, Parks & Rec Staff & OSU Extension	Ongoing
<b>Objective 2: Improve the Salem area's bikeability</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
9.2.1	Expand the Salem area's bike path networks both inside of the city and regionally	a. Research existing bike trails in county b. Develop feasibility plans to connect the Salem area's bike path network to regional/county/state bike paths c. Explore adding connecting fingers in to	City Administration, Parks & Rec Staff & County Commissioners	Years 2-3

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		greenway trail		
9.2.2	Connect bike paths to important community features, such as shopping, parks and recreational facilities, schools, Kent State University Salem Campus, where feasible	a. Develop a communitywide bikeway plan b. Seek funding for phased development of bikeway improvements	Parks and Rec Staff & City Council	Years 2-3
<b>Objective 3: Explore methods of securing private support for sidewalks and other needed development-related infrastructure</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
9.3.1	Examine the implementation of impact fees for new commercial developments to help pay for infrastructure improvements such as sidewalks and bike paths	a. Mandate sidewalks on all new construction throughout the city b. Develop and implement impact fees for developers	City Council, Zoning Board & City Planning Commission	Year 1
<b>Goal 10: Enhance the land use, livability, economic vitality and quality of life of the region by fostering joint partnerships and collaborative relationships between the City of Salem and Perry Township</b>				
<b>Objective 1: The City of Salem and Perry Township will explore together ways in which they can enhance the effectiveness of each other's services</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
10.1.1	Explore the possibility of Joint Economic Development Districts (JEDDs), Cooperative Economic Development Agreements (CEDAs), or other joint efforts to facilitate economic development that provides benefits equally to the Township and city	a. Explore areas where consolidation can save money and enlarge community.	City, County & Township Governments	2015
10.1.2	Explore the sharing of public services which would improve their responsiveness, quality and cost effectiveness	a. Create joint planning group from the city, county & township.	City, County & Township Governments	2015
10.1.3	Examine the advantages and disadvantages and feasibility of	a. Visit communities in	City &	2009

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	city/township mergers	Ohio that have merged to understand their experiences (Etna Township/Pataskala, for example) b. Enter into discussions to consider advantages and disadvantages of merger	Township Government	
<b>Objective 2: Perry Township’s land use needs and the City of Salem’s land use/comprehensive plan will be used to create a collaborative regional plan that furthers the land use goals of the greater Salem area</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
10.2.1	Consider the creation of a collaborative regional plan	a. Convene meetings between City and Township b. Discuss common and individual needs and land use issues c. Consider the feasibility of developing a regional plan to further common city and township needs	City & Township Government	2009

## **Community Services and Values**

### **Summary**

Community services are an important and interrelated part of the physical, social and economic quality of life of the Salem area. Services and facilities enable the City and Township governments to provide adequate levels of many necessary public services to residents and local business firms. They provide for the health and safety of residents and contribute to the ability of the Salem area to attract businesses and vitalize the local economy. In the Salem area's vision process, residents valued their community for its safety, low crime rate, small town feel and care for others. The quality and type of community services directly impact on these values. The promotion and coordination of these services is key to effectively providing needed services to community residents and businesses.

This section of the plan provides information regarding the safety and health services available to residents of the Salem area. Information was obtained through interviews with key leaders in the community, governmental organization reports and data bases, and county/local needs assessments.

### **Planning Issues**

The following planning issues have been identified by Social Services leadership, community leaders, and Salem Area residents as in need of being addressed as part of an overall community services improvement and community values supportive strategy. These planning issues include:

- Salem Area residents value the "small town" feel, safety and friendliness of their community. Future growth management plans will want to insure that this family-centered, safe environment remains intact despite community expansion and development.
- Due to a restructuring of the state and national economy the Salem Area has seen a reduction in basic manufacturing jobs over the past 10 years. The network of social service providers, religious community, volunteers and community organizations will need to develop effective communication and collaborative models that will help to provide a coordinated "safety net" for residents/families that are experiencing hardship.
- Education beyond High School and lifelong learning must be promoted throughout the community to revitalize the economy and build for future economic growth.

- Supportive services for lower income employed persons, such as quality, flexible day care and transportation, need to be expanded in the community. Workforce development and employment readiness programs also are important to building a strong economic future.

## **Existing Conditions and Trends**

### **Economic Conditions**

The Salem Area, trending with the State of Ohio, has experienced economic challenges over the past decade, brought about by a shift from basic heavy manufacturing to a knowledge based economy. During the years 2004 and 2005 over 2,000 basic manufacturing jobs were lost in the Salem area. Manufacturing wages tend to be higher than other employment sectors, such as retail. For example, in 2006 the average annual manufacturing job paid \$34,770.00 per year while the average retail job paid \$18,909.00 per year. And, as manufacturing has declined in the Salem area, retail jobs have increased.

Increasing poverty rates in Columbiana County and the Salem area have resulted from job and wage restructuring. Data from the Ohio Department of Jobs and Family Services (2004 Family Health Survey) indicates that 50.2% of all Columbiana County residents have incomes at or below 200% of poverty, and increase of 11% since 1990. The southern section of the City of Salem indicates 20% - 30% of the residents live in poverty. The Salem School District, with 2,267 students, has a poverty rate among students of 29.3%.

Source: Columbiana County Community Action Agency Head Start Program: Community Assessment 2006

Salem's High School Graduation rate for 2004-2005, at 92.6%, was higher than the state of Ohio's average at 86.2%, but was lower than Columbiana County's overall rate of 93.2%. Educational attainment for Salem's workforce will be the key to moving Salem into the new, innovation and knowledge based economy.

### **Health Care**

The Salem area is particularly fortunate to be home to a full service hospital, the Salem Community Hospital, (SCH). SCH is a locally owned and controlled, not-for-profit medical facility. Its primary service area has a population of 70,000 and includes the five lower townships in Mahoning County and all of Columbiana County. The Hospital is the largest employer in the City of Salem. SCH was established by a group of local physicians and opened in 1913 with 70 beds. Since then, each decade has brought expansion in the number of beds and expansion of services and facilities.

Profile: Number of beds - 237

Services provided onsite to residents include:

- Clinical laboratory services
- Dental services
- Dietary services
- Mental health services
- Nursing services
- Occupational therapy
- Pharmacy
- Physical therapy
- Physician
- Podiatry
- Social work services
- Speech/language pathology
- Diagnostic x-ray

The SCH's Health care vision is to have the right mix of physicians to meet the needs of the service area. On the "sick care" side, the challenge is to have the right mix of doctors. All physicians are small businesses; and the hospital provides incubator space for these start up physicians. In this way the right type of physicians, by specialty, can be attracted. SCH also works with medical practices currently in the community to recruit physicians.

On the wellness side, the SCH helped to get the community center established and continues support, as well as employee wellness, by providing subsidies for employee membership. The hospital is the largest employer group at the community center.

In the future the SCH sees growth in both services and physicians. Care for outpatients is where the growth will likely occur in medical services. The recent \$19 million upgrade of the surgical unit helps to attract and retain doctors by providing state of the art facilities and by helping to centralize outpatient and inpatient services in one place.

Over the past decade SCH has not only continued to demonstrate innovation in the range of health services provided, but also in the type of physical plant investments made. The hospital's new power plant applies state-of-the-art sustainable strategies to pursue LEED Silver certification, making it one of the most advanced facilities of its kind. The plant is not only environmentally sustainable, but also allows for uninterrupted power to the hospital by providing redundant systems.

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Issues facing the community from a health perspective include an aging population and the health care needs that go along with that increase, and, during the last 3-4 years, the increasing number of charity cases as a result of difficult economic conditions. Finally, additional, quality office space is needed to attract new physicians to the community in order to provide the type of specialties needed by the service area population.

Sources included research and interviews, including:

Salem Community Hospital web site:

<http://www.salemhosp.com/GeneralInformation.asp>

Hospital Data.com: <http://www.hospital-data.com/hospitals/SALEM-COMMUNITY-HOSPITAL-SALEM.html>

Central plant information:

<http://www.vwrl.com/projects/engineering/SALEM%20COMMUNITY%20HOSPITAL%20CENTRAL%20PLANT.htm>

### **Fire and Emergency Facilities and Services**

Salem’s residents highly value the safety of their small community and appreciate their police and fire services for the excellent work they do to protect citizens. Youth in the community also highly value Salem’s low crime rate, safety, lack of gang violence, commenting that Salem is a community where they feel safe to walk around without fear of violence.

Salem has among the lowest crime rate for similar size communities in Columbiana County and nearby counties. According to the U.S. Department of Justice:

#### **FBI Report “Crime in the United States, 2005”**

<b>CITY</b>	<b>Pop.</b>	<b>Violent Crime</b>	<b>Murder</b>	<b>Rape</b>	<b>Robbery</b>	<b>Aggr. Assault</b>	<b>Prop. Crime</b>	<b>Burglary Larceny</b>	<b>Auto Theft</b>	<b>Arson</b>
<b>Salem</b>	12068	2	0	0	1	1	77	72	5	0
<b>Boardman</b>	41172	76	0	12	53	11	2172	2030	142	9
<b>Cambridge</b>	11662	105	0	11	10	84	1307	1242	65	0
<b>Alliance</b>	23278	86	1	13	26	46	1086	1046	40	11
<b>Dover</b>	12503	2	0	1	0	1	203	194	9	1
<b>East Liverpool</b>	12545	17	0	1	7	9	497	475	22	0



City of Salem Police Department:

Salem's Police Department operates 24 hours a day, 7 days a week. The force consists of 23 full-time sworn officers, including the Chief, 3 Lieutenants, 4 Sergeants, and 15 Patrolman. The department also has a support staff consisting of the Department Secretary, 6 Dispatchers, substitute dispatchers, and school crossing guards. Salem also has an Auxiliary Police Department, which operates under the direction of the Auxiliary Chief. The Police Department logo is the "Quaker Lady," and their motto is "To protect and serve."

City of Salem Fire Department:

Salem has one of the two career fire departments in Columbiana County. The fire station was built in 1997 and is located behind city hall. In addition to a Fire Chief, there are three Captains, three lieutenants, three Inspectors, and six Firefighters. All are considered full-time. The Chief works a forty-hour week and the rest of the members work twenty-four hours on and forty-eight hours off. All fire department members are 240-hour trained in firefighting and are first responders. Other areas of training include: Hazardous materials technicians, confined space rescue, advanced auto extrication, rapid intervention team, and firefighter survival. Some of the services the department provides are:

- Fighting all fires
- An emergency medical first responder program
- Performing auto extrication
- Confined space stand-bys
- Fire inspections
- Educational program and station tours for the public
- Extinguisher training
- Assist with removing water from basements
- Assist with animal removal
- Carbon Monoxide checks
- Hazardous material call

## **Social Services**

The YWCA located in the City of Salem serves all of Columbiana County. Their new direction is focusing on advocacy and education for women throughout the county in the following program areas:

1. Diet for individuals and families: Educating women on reading food labels, and shopping and eating healthy on a limited budget.
2. Financial literacy and money management for women: In partnership with local accountants and lawyers the Y holds money management sessions

- for women in easily accessible community locations throughout the county. The audience includes women who have been recently divorced.
3. Assistance to grandparents who are primary caregivers for their grandchildren: the number of grandparents age 65+ who are primary caregivers has increased by 62% from 2000 Census to the 2006 update, representing 1900 children being cared for by persons 65 and older. Programs provided by the Y include medical support and recreation and health activities for older caregivers.
  4. Women and heart health: health screenings are provided by the Y throughout the county to promote women's heart health.

Source: Interview with YWCA Staff

### **Goals, Objectives, Strategies and Indicators**

#### **Goal 1: The Salem Area is a sustainable community that provides for the comprehensive employment, health and social service needs of its residents**

Objective 1: Create a sustainable community that offers adequate resources targeted to support resident's social service, economic, educational and health needs

- 1.1.1 Provide a full range of appropriate, accessible, public private community and voluntary services, high-quality, local health care and social services, integrated with other services and systems such as education and philanthropic organizations
- 1.1.2 Local transportation services and facilities provide services both within and between Salem and other communities. Public transportation services are readily available and affordable, and increase access to jobs, key services, facilities. They include alternative forms of transportation including pedestrian friendly sidewalks and bike paths
- 1.1.3 Provide social and health care services for the working poor in order to increase their employment potential and success rate once employed
- 1.1.4 Provide innovative follow-up and supportive structures for programs such as "Getting Ahead" in order to secure the long-term impact of program benefits gained by program participants

Objective 2: All Salem Area residents are aware of and understand the full range of programs and services available to them

- 1.2.1 Produce an inventory of all programs available to residents of the Salem area community

**Goal 2: Social structures and norms in the community promote a sense of citizenship, community identity/belonging and create positive interactions between people**

Objective 1: Salem Area residents, public officials and leaders of all ages give back to their community through volunteerism, involvement and leadership

- 2.1.1 Expand capacity building activities for residents of all ages that will develop the skills and culture of citizens for involvement at all levels of community service/volunteerism (see attached link to Building Volunteer Capacity presentation)  
<http://sustainabledevelopment.osu.edu/Project%20Updates/buidling-entrepreneur-friendly-communities/building-entrepreneur-friendly-communities>
- 2.1.2 Build a local culture of strong, inclusive, community, and voluntary sectors, involving businesses and public sector organizations
- 2.1.3 Support government systems that facilitate strategic, visionary leadership and enable active and effective participation by individuals and organizations
- 2.1.4 Develop leadership skills; and improve the mutual, social responsibility of residents throughout the whole community with individual residents at its core

**Goal 3: Further levels of education will be attained by all Salem residents regardless of income and must prepare our residents for life skills for jobs, maintain as well as provide life-long skills and learning opportunities, and prepare residents to reach their maximum state of well-being and contribution to the community**

Objective 1: Provide a wide range of successful educational programs and facilities for all ages

- 3.1.1 Provide early childhood education for children ages 0-5 incorporating early intervention to identify and address existing and potential needs
- 3.1.2 Provide School 5-12 years of age in school or after school age appropriate education attained utilizing current programs & creating new programs that support education and prevention to prevent high- risk behaviors that impact the community at-large

- 3.1.3 Promote Stay-In-School for youth 13-18 years of age by supporting attendance and providing positive role models
- 3.1.4 Continue to nurture and develop skills for higher educational and entrepreneurial opportunities
- 3.1.5 Throughout all levels of education the opportunity to develop a skill set of advanced educational opportunities to prepare for employment and to lead productive lives
- 3.1.6 Promote a responsive, mutually collaborative relationship between the school administration as a whole and the school system

**Goal 4: Gainful employment in the Salem Area community is meaningful, rewarding and pays a living wage needed to support a quality standard of life**

Objective 1: The Salem Area community provides supportive services that help persons remain successfully employed, or provide a safety net to those in between/without jobs

- 4.1.1 Provide and support local access to meaningful employment, services and resources
- 4.1.2 Resources would be available and accessible for those who are unable to sustain a living wage and provide a quality standard of life without additional supports
- 4.1.3 Continue to support and encourage regional conversations about development that builds partnerships to expand the city's boundaries by becoming partners in a region that is competitive in a worldwide market environment

**Goal 5: The Salem Area provides all residents with appropriate activities to build healthy lifestyles and cultural enrichment**

Objective 1: People of all abilities and income levels have access to recreational and leisure activities

- 5.1.1 Continue support and maintenance of private and public recreational areas
- 5.1.2 Provide a wide range of opportunities available for cultural, leisure, community, sport & other activities for people of all ages with the ability to adapt to shifting demographics such as aging populations and changing family definitions
- 5.1.3 Create/enhance user-friendly public & green spaces accessible to all resident's needs

- 5.1.4 Develop, for area residents, programs to enhance and implement the tie between recreation, leisure activities and healthy lifestyles

**Goal 6: The Salem Area is a safe, friendly, family centered community based on shared traditions, heritage, and values of caring and involvement**

Objective 1: The social service, education and philanthropic communities collaborate effectively to identify and address Salem Area resident's needs

- 6.1.1 All organizations and entities capable of or currently providing for the social service needs of area residents are encouraged to participate in the Coordinating Council (see 1.1.1)

Objective 2: Safety forces and community safety related services in the Salem Area help to maintain a crime-free and drug-free community

- 6.2.1 Neighborhood Watch programs are promoted in Salem area neighborhoods and subdivisions
- 6.2.2 Identify community involvement in anti-crime, anti-drug strategies that have been successfully used in other communities

Objective 3: Salem Residents understand, appreciate and celebrate their religious affiliations, culture and heritage

- 6.3.1 Area religious institutions continue to collaborate effectively to meet both the social and spiritual needs of area residents
- 6.3.2 Community residents are knowledgeable about Salem's Quaker heritage, key historical role in the Women's Suffragette Movement, and other important cultural and historical underpinnings of the community

Objective 4: The Salem Area Community actively values and supports children's sports

- 6.4.1 The schools and Parks and Recreation Department and Sports Leagues promote involvement of children and their families in sports

**Goal 7: The Salem Area retains a "small town" feel with managed growth and targeted community and economic development efforts**

Objective 1: Salem's downtown district is a vibrant area with diverse businesses, entertainment and culture/arts

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- 7.1.1 Establish a "Buy Local" program to enhance the economic vitality of the downtown area
- 7.1.2 Promote the arts and culture in the downtown area and throughout the community
- 7.1.3 Produce promotional materials that highlight the entertainment options in the downtown
- 7.1.4 Continue to offer events, festivals, activities, programs that will bring community residents into the downtown

Objective 2: Future growth strategies balance resident's desire to retain a "small town" feel while seeking to enhance the economic vitality of the Salem Area

- 7.2.1 Infrastructure planning will keep in mind the preservation of Salem's neighborhoods
- 7.2.2 Salem is a walkable and bikeable community
- 7.2.3 Economic efforts will consider the adaptive re-use of existing buildings and business retention and expansion before attraction and green build sites

Objective 3: The Salem Downtown contributes to Salem's "small Town" feel

- 7.3.1 Consider participation in the Main Street Program

**Implementation Plan – Community Services And Values**

<b>Goal 1: The Salem Area is a sustainable community that provides for the comprehensive employment, health and social service needs of its residents</b>				
<b>Objective 1: Create a sustainable community that offers adequate resources targeted to support resident’s social service, economic, educational and health needs</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1.1	Provide a full range of appropriate, accessible, public private community and voluntary services, high-quality, local health care and social services, integrated with other services and systems such as education and philanthropic organizations	<ul style="list-style-type: none"> <li>a. Create a Coordinating Council for Social, educational and health Service providers</li> <li>b. Conduct a community needs assessment and inventory of existing programs and services</li> <li>c. Identify gaps in services</li> <li>d. Develop plans to fill gaps</li> <li>e. Educate and Inform residents of available programs and how to access them</li> <li>f. Develop shared indicators of success and evaluate annually the effectiveness of coordinated social and health services according to these indicators</li> </ul>	211, Onestop, all agencies who offer services	6 mos. & Ongoing
1.1.2	Local transportation services and facilities provide services both within and between Salem and other communities. Public transportation services are readily available and affordable, and increase access to jobs, key services, facilities. They include alternative forms of transportation including pedestrian friendly sidewalks and bike paths	<ul style="list-style-type: none"> <li>a. Identify existing transportation resources and programs and promote their use to the community</li> <li>b. Identify needed expansion of transportation services</li> <li>c. Identify and promote alternative transportation</li> </ul>	Community Action & other agencies Businesses, industry & social services who use/need transportation	6 mos. & Ongoing during budgetary meetings

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		networks d. Contact legislators in an advocacy role to provide input into decisions/legislation that will expand transportation resources, especially for lower income		
1.1.3	Provide social and health care services for the working poor in order to increase their employment potential and success rate once employed	a. Coordinating Council (formed in 1.1.1) will identify the specific and greatest needs of the working poor b. Coordinating Council will develop collaborative strategies to address and meet these needs	Coordinating Council	Year 1
1.1.4	Provide innovative follow-up and supportive structures for programs such as "Getting Ahead" in order to secure the long-term impact of program benefits gained by program participants	a. Support and contribute to Columbiana County "Circles" that provide mentorship/follow-up support to participants in "Getting Ahead" program b. Promote "Getting Ahead" program to Salem residents c. Identify and seek additional funding to support activities of Circles and continued expansion of "Getting Ahead" Program	Chamber of Commerce & Kent State University-Salem	6 mos.
<b>Objective 2: All Salem Area residents are aware of and understand the full range of programs and services available to them</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.2.1	Produce an inventory of all programs available to	a. Conduct inventory	Coordinating	6 mos.



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	residents of the Salem area community	b. Produce database c. Present inventory to public through a variety of means including: 1. web site 2. printed brochure distributed to area agencies and key community locations (library, City Hall, Township Hall, etc.)	Council	
<b>Goal 2: Social structures and norms in the community promote a sense of citizenship, community identity/belonging and create positive interactions between people</b>				
<b>Objective 1: Salem Area residents, public officials and leaders of all ages give back to their community through volunteerism, involvement and leadership</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.1.1	Expand capacity building activities for residents of all ages that will develop the skills and culture of citizens for involvement at all levels of community service/volunteerism (see attached link to Building Volunteer Capacity presentation)  <a href="http://sustainabledevelopment.osu.edu/Project%20Updates/buidling-entrepreneur-friendly-communities/building-entrepreneur-friendly-communities">http://sustainabledevelopment.osu.edu/Project%20Updates/buidling-entrepreneur-friendly-communities/building-entrepreneur-friendly-communities</a>	a. Identify and gather/produce promotional materials/venues for volunteer opportunities and educational opportunities b. Consider creating a Community Volunteer Center c. Encourage community residents to become actively involved in community service projects c. Encourage Community to become involved in educational opportunities e. Encourage residents to participate on boards and other	Schools, churches, government, residents, Ohio State University, Kent State University, Other entities that can offer classes on "how to" build leadership	6-12 mos. & Ongoing

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		governing bodies		
2.1.2	Build a local culture of strong, inclusive, community, and voluntary sectors, involving businesses and public sector organizations	<ul style="list-style-type: none"> <li>a. Local organizations and businesses are encouraged to promote employee involvement in the community</li> <li>b. A public recognition program for businesses and organizations who give back to the community is developed and launched</li> </ul>	Salem Area Chamber of Commerce, Local business community & Local public sector organizations	6-12 mos. & Ongoing
2.1.3	Support government systems that facilitate strategic, visionary leadership and enable active and effective participation by individuals and organizations.	<ul style="list-style-type: none"> <li>a. Keep residents informed of ballot issues and candidates</li> <li>a. Encourage voting by community residents</li> <li>c. Encourage resident involvement in government</li> <li>d. Conduct periodic Town Hall Meetings in Salem area to promote awareness and involvement in local issues, and to gain resident's input</li> </ul>	League of Women Voters, City of Salem Administration, Perry Township Trustees & Salem Area Chamber of Commerce	As determined by election schedule
2.1.4	Develop leadership skills; and improve the mutual, social responsibility of residents throughout the whole community with individual residents at its core	<ul style="list-style-type: none"> <li>a. Collaborate with the Columbiana County Leadership Program to increase the participation of Salem Area residents in the leadership classes</li> <li>b. Solicit involvement, support and sponsorship in leadership classes of Salem Area residents</li> </ul>	Salem Area Chamber of Commerce, Salem Foundation & Salem Alumni Foundation	3 mos.& ongoing

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		by businesses and the non-profit community c. Seek foundation scholarships and sponsorships for residents participating in Columbiana County's Leadership Development Program		
<b>Goal 3: Further levels of education will be attained by all Salem residents regardless of income and must prepare our residents for life skills for jobs, maintain as well as provide life-long skills and learning opportunities, and prepare residents to reach their maximum state of well-being and contribution to the community</b>				
<b>Objective 1: Provide a wide range of successful educational programs and facilities for all ages</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.1.1	Provide early childhood education for children ages 0-5 incorporating early intervention to identify and address existing and potential needs	a. Kindergarten children meet K-ready standards that were encouraged by their parents/HeadStart, the school board and other Social service programs	Parents, Head Start, and other social services programs and the school board	3-9 mos. & Ongoing
3.1.2	Provide School 5-12 years of age in school or after school age appropriate education attained utilizing current programs & creating new programs that support education and prevention to prevent high- risk behaviors that impact the community at-large	a. Address and prevent high-risk behaviors that impact the community at large by setting repercussions	Partnerships and collaborations with parents, police, courts, schools, school board, and social service agencies	3-9 mos. & Ongoing

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3.1.3	Promote Stay-In-School for youth 13-18 years of age by supporting attendance and providing positive role models	a. Begin at an early age to educate, support and encourage youth to complete school	Big Brother/Sisters, Mentoring programs, with businesses, tech/voc schools	6-12 mos. & Ongoing
3.1.4	Continue to nurture and develop skills for higher educational and entrepreneurial opportunities	a. Begin at an early age to educate, support and encourage	Junior Achievement, social services, Community colleges, colleges, tech schools, vocational schools	6-12 mos. Ongoing
3.1.5	Throughout all levels of education the opportunity to develop a skill set of advanced educational opportunities to prepare for employment and to lead productive lives	a. Begin at an early age to educate, support and encourage	Parents, schools, administration, teachers, students, school board, police, courts, social services, community-at-large, colleges, community colleges, Big Bro/Sis, mentoring	6-12 mos. & Ongoing

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			programs with businesses, tech/voc schools, Junior Achievement	
3.1.6	Promote a responsive, mutually collaborative relationship between the school administration as a whole and the school system	a. Partnerships are productive & open & with goals set & met for the community & individual students	Administration, teachers, parents, students, and school board	6-12 mos. & Ongoing
<b>Goal 4: Gainful employment in the Salem Area community is meaningful, rewarding and pays a living wage needed to support a quality standard of life</b>				
<b>Objective 1: The Salem Area community provides supportive services that help persons remain successfully employed, or provide a safety net to those in between/without jobs</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.1.1	Provide and support local access to meaningful employment, services and resources	a. Develop businesses in areas accessible to residents	OneStop, Economic Development Director, Port Authority	6 mos. & Ongoing
4.1.2	Resources would be available and accessible for those who are unable to sustain a living wage and provide a quality standard of life without additional supports	a. Develop transportation to/from county government and services typically needed by those unable to sustain a living wage	County government, Economic Development Director, mayor, city council, youth choices, Community Resident	6-12 mos. & Ongoing

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			Committee, social service agencies who work with those needing services	
4.1.3	Continue to support and encourage regional conversations about development that builds partnerships to expand the city's boundaries by becoming partners in a region that is competitive in a worldwide market environment	a. Develop talks with other community development areas, to establish relationships and potential partnerships	Economic Development Director, mayor, city council	6-12 mos. & Ongoing
<b>Goal 5: The Salem Area provides all residents with appropriate activities to build healthy lifestyles and cultural enrichment</b>				
<b>Objective 1: People of all abilities and income levels have access to recreational and leisure activities</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.1.1	Continue support and maintenance of private and public recreational areas	a. Legislation & zoning laws	Community committees, government, individuals with neighborhood pride	6-12 mos. & Ongoing
5.1.2	Provide a wide range of opportunities available for cultural, leisure, community, sport & other activities for people of all ages with the ability to adapt to shifting demographics such as aging populations and changing family definitions	a. Identify barriers to participation in opportunities b. reduce barriers (including economic) or redesign/expand opportunities to make them more available	Religious institutions, Businesses, Local sports and recreational organizations & Senior Citizens	Ongoing
5.1.3	Create/enhance user-friendly public & green spaces	a. Inventory existing spaces to	City of Salem &	2 mos. &

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	accessible to all resident's needs	determine accessibility b. appropriate zoning laws and standards for upkeep c. Educate the public	City Parks and Recreation	Ongoing
5.1.4	Develop, for area residents, programs to enhance and implement the tie between recreation, leisure activities and healthy lifestyles	a. Identify and consider adopting healthy lifestyle approaches that other communities have used (best practices) b. Identify support for program implementation	Salem Community Hospital, YWCA, Salem Community Center, KSU-Salem Nursing Program, Salem Community Foundation & Local business	Years 2-5
<b>Goal 6: The Salem Area is a safe, friendly, family centered community based on shared traditions, heritage, and values of caring and involvement</b>				
<b>Objective 1: The social service, education and philanthropic communities collaborate effectively to identify and address Salem Area resident's needs</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.1.1	All organizations and entities capable of or currently providing for the social service needs of area residents are encouraged to participate in the Coordinating Council (see 1.1.1)	b. Assist Coordinating Council in developing strategies to meet resident's needs (see 1.1.1)	Philanthropic organizations	Year 1
<b>Objective 2: Safety forces and community safety related services in the Salem Area help to maintain a crime-free and drug-free community</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.2.1	Neighborhood Watch programs are promoted in Salem area neighborhoods and subdivisions	a. Identify interested neighborhood groups	Salem Police Department	6 mos.

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		b. Implement Neighborhood Watch Programs		
6.2.2	Identify community involvement in anti-crime, anti-drug strategies that have been successfully used in other communities	a. Identify "best practices" b. Consider implementing these programs/strategies in the Salem Area	Salem Police Department	8 mos.
<b>Objective 3: Salem Residents understand, appreciate and celebrate their religious affiliations, culture and heritage</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
6.3.1	Area religious institutions continue to collaborate effectively to meet both the social and spiritual needs of area residents	a. Support local religious institutions by encouraging involvement and participation by area residents	Religious institutions	Ongoing
6.3.2	Community residents are knowledgeable about Salem's Quaker heritage, key historical role in the Women's Suffragette Movement, and other important cultural and historical underpinnings of the community	a. Produce and distribute information through a number of methods (web sites, library, organizations) b. Work with the schools to include local history as a module in the curriculum c. Create a consistent theme throughout the community based on the Quaker and Suffragette heritage, and promote this theme through signage, promotional information, and downtown businesses	Salem Area Historical Organizations, Downtown Merchants & Salem Area Chamber of Commerce	Within 8 months
<b>Objective 4: The Salem Area Community actively values and supports children's sports</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>



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6.4.1	The schools and Parks and Recreation Department and Sports Leagues promote involvement of children and their families in sports	<ul style="list-style-type: none"> <li>a. Widely publicize the availability of sports programs and encourage participation</li> <li>b. Widely publicize the sports schedules to the entire community and urge attendance</li> </ul>	Salem City Schools, Salem Parks & Rec Staff & Sports Leagues	Year 1
<b>Goal 7: The Salem Area retains a “small town” feel with managed growth and targeted community and economic development efforts</b>				
<b>Objective 1: Salem’s downtown district is a vibrant area with diverse businesses, entertainment and culture/arts</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
7.1.1	Establish a “Buy Local” program to enhance the economic vitality of the downtown area	<ul style="list-style-type: none"> <li>a. Find models of Buy Local Programs</li> <li>b. Implement Buy Local Strategy</li> <li>c. Monitor and evaluate results</li> </ul>	Salem Area Chamber of Commerce & Downtown Merchants	Year 3
7.1.2	Promote the arts and culture in the downtown area and throughout the community	<ul style="list-style-type: none"> <li>a. Raise resident’s awareness of cultural and arts events in the community</li> </ul>	Salem Area Chamber of Commerce & Arts & cultural organizations	Year 3
7.1.3	Produce promotional materials that highlight the entertainment options in the downtown	<ul style="list-style-type: none"> <li>a. Create materials</li> <li>b. Distribute materials in variety of ways, including web sites and printed materials</li> <li>c. Use local newspapers to inform residents and visitors of options</li> </ul>	Salem Area Chamber of Commerce & Downtown Merchants	Year 2
7.1.4	Continue to offer events, festivals, activities, programs that will bring community residents into the downtown	<ul style="list-style-type: none"> <li>a. Promote existing activities &amp; events in the downtown</li> </ul>	Salem Area Chamber of	Year 5

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		b. Develop & promote new activities/events in the downtown	Commerce & Downtown Merchants	
<b>Objective 2: Future growth strategies balance resident’s desire to retain a “small town” feel while seeking to enhance the economic vitality of the Salem Area</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
7.2.1	Infrastructure planning will keep in mind the preservation of Salem’s neighborhoods		City of Salem	Ongoing
7.2.2	Salem is a walkable and bikeable community	a. Develop a bikeability/walkability plan for Salem area b. Identify resources to implement plan	Parks & Rec Staff & City of Salem Administration	12 mos.
7.2.3	Economic efforts will consider the adaptive re-use of existing buildings and business retention and expansion before attraction and green build sites	a. Coordinating Council will support and assist Economic Development entities as needed in their efforts to reuse existing community assets	Salem Economic Development Director, Columbiana County Port Authority & Coordinating Council	8 mos.
<b>Objective 3: The Salem Downtown contributes to Salem’s “small Town” feel</b>				
	<b>Strategy</b>	<b>Action</b>		
7.3.1	Consider participation in the Main Street Program	a. Review City’s past involvement b. Determine interest in participating once again, identifying resources to support	Salem Area Chamber of Commerce, Downtown Merchants &	12 mos.

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		the program	Salem Economic Development Director	
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## **Parks, Recreation and Natural Resources**

### **Summary**

Salem Area residents value their parks and recreational programs and facilities for the quality of life they offer. Community recreational assets provide opportunities for Salem Area residents to adopt and maintain healthy lifestyles and therefore contribute to overall quality of life. Opportunities for youth and adult sports, recreation, family play, community gatherings and cultural activities all enhance Salem as a place to live. The broad range of quality programs and facilities at the Community Center are an asset unusual for a community of Salem's size. The Salem Parks and Recreation Commission/Department, YWCA and various community sports organizations are committed to providing a wide variety of outdoor and indoor facilities and programs for area children, youth and adults of all income levels. Kent State University Salem provides natural areas and a nature trail for walking and hiking. Overall, Salem is fortunate to enjoy such a wide range of diverse recreational opportunities.

Salem Area residents also value the open space and agricultural land surrounding the City in Perry Township. This rural environment enhances Salem as an attractive location and adds to the overall quality of life for area residents.

### **Planning Issues**

The following planning issues have been identified by Parks and Recreation, community leaders, and Salem Area residents as in need of being addressed as part of an overall parks and recreation improvement strategy for the community. These planning issues include:

- Many organizations and facilities offer a wide range of recreational opportunities for residents of the Salem Area. Some of these facilities even draw non-residents to the area, providing a potential source of economic benefit for Salem. Coordination and the development of collaborative partnerships among these various organizations would enhance resident's quality of life by improving and expanding recreational opportunities for all income levels. Recreational activities can be exploited to enhance the area's economy by providing the potential to capture economic benefit from the growing number of activity-related outside visitors.
- Salem's publicly run parks and recreational facilities are perfectly suited to incorporate a focus on specific purposes; plans need to be developed to capitalize themes of entertainment and sports/recreation around appropriate locations and facilities.

## Salem Area Sustainable Comprehensive Plan Parks, Recreation and Natural Resources

- Secure funding needs to be obtained for capital improvements in connection with long range planning and for ongoing maintenance/improvement needs for the city parks.
- The development of a long-range park plan based on National Parks and Recreation standards and on projected community growth and tourism considerations should be undertaken.
- Salem residents value the walkability and bikeability of their community. Strategies to connect existing and potential recreational facilities in the city and region with residential neighborhoods/subdivisions should be explored. The availability of walking and biking as activities to promote healthy lifestyles can be addressed through expanded recreational programming and bike/walking trails. Also, biking and walking as an alternative means of transportation should be explored, including an evaluation of the possibility of connecting the Kent State University Salem Campus to the City by safe bike/walking opportunities, and connecting Salem's existing bikeways to the Little Beaver Creek Greenway located near Eagleton Glenn Park.
- The health of Salem area residents can benefit from the adoption of healthy lifestyles as provided through expanded recreational opportunities and a community wide awareness of the contribution of physical activity to a healthy lifestyle.

### **Existing Conditions and Trends**

Comprehensive, quality recreational facilities and programs for residents of all ages and income levels is important to the Salem area community for two major reasons:

1. Recreational facilities, opportunities and assets are important to building the type of community that is attractive to existing and new residents, families and employers
2. Existing and potential health challenges of residents in the Salem area can be addressed through parks and recreational facilities and programs, improving the well-being of the community.

#### A. Health Trends

Health trends reveal the following for the State of Ohio and Columbiana County:

##### I. Increasing incidence of overweight and obese children:

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A body mass index assessment was conducted by the Ohio Department of Health in 2004 – 2005 for third graders in Ohio to reveal the incidence of children who are obese and those who are at risk of being obese. Overweight children are more likely to have increased blood pressure, cholesterol, lipid and insulin levels. They are also more likely to be obese as adults. Results of the report are as follows:

<b>Report on Body Mass Index of Ohio's Third Graders: 2004-2005</b>		
	<b>Ohio</b>	<b>Columbiana County</b>
<b>Children at risk of becoming overweight</b>	16.7%	22.6%
<b>Overweight children</b>	18.9%	35.8%

**Source: Ohio Department of Health**

The report recommends that physical activity, in combination with proper diet and nutrition, is a critical factor in the reduction of overweight and obesity. Suggested activities include family-centered recreation such as bike riding, swimming, walking and playing ball. Parents should be encouraged to take advantage of local public recreational facilities and programs and to work with their local schools to provide access to school recreational opportunities by parents, children and the community at large.

Ohio Department of Health's full report on the third grade BMI assessment can be accessed at:  
<http://healthyohioprogram.org/ASSETS/7FBDB7A5C3FB4977A430A1EA46C642D9/bmirept.pdf>

## II. Complications of Diabetes:

Columbiana County and the Salem area have a high incidence of diabetes. The health complications caused by this illness, if not treated with lifestyle changes involving proper exercise, diet and medication, is debilitation and eventually death. Complications from diabetes include:

### 1) Heart disease and stroke

- Heart disease and stroke account for about 65 percent of deaths in people with diabetes.
- Adults with diabetes have heart disease death rates about 2 to 4 times higher than adults without diabetes.
- The risk for stroke is 2 to 4 times higher among people with diabetes.

2) High blood pressure

- About 73 percent of adults with diabetes have blood pressure greater than or equal to 130/80 mm Hg or use prescription medications for hypertension.
- Many people with type 2 diabetes can control their blood glucose by following a healthy meal plan and exercise program, losing excess weight, and taking oral medication.
- Many people with diabetes also need to take medications to control their cholesterol and blood pressure.

Progression to diabetes among those with pre-diabetes is not inevitable. Studies have shown that people with pre-diabetes who lose weight and increase their physical activity can prevent or delay diabetes and even return their blood glucose levels to normal.

Source: <http://diabetes.niddk.nih.gov/dm/pubs/statistics/>

The percentage of Columbiana County residents with diabetes is 14.9%, compared to 9.3% for the "Best Places Index 2007." Hypertension rates of county residents are 44.1%, compared to the Best Places average of 30.6%. Finally, 84.9% of county residents are covered by health plans, compared to a Best Places average of 90.5%.

<b>Selected Health Statistics for Columbiana County in Comparison to Best Places Index</b>		
	<b>Columbiana County Residents</b>	<b>Best Places</b>
<b>Has Health Plan</b>	84.9%	90.5%
<b>Diabetes Rate</b>	14.9%	9.3%
<b>Hypertension Rates</b>	44.1%	30.6%

**Source: Money Magazine: Best Places to Live in 2007**

The benefits of regular exercise in combating chronic diseases managing a healthy weight, strengthening heart and lungs, have been well researched and documented by many respected medical institutions (Mayo Clinic, 2007). The Salem Area communities' provision of recreational/health/exercise

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programs, resources and facilities enhances the quality of life of area residents.

B. Existing Recreational Parks, Facilities and Programs in Salem Area

I. Salem City Parks and Recreation:

The City of Salem's park system contains over 300 acres of land and a wide variety of recreational facilities and activities. The park system also includes the World War Memorial Building. Opportunities for recreation and entertainment are offered through these facilities in a wide variety of interest areas, including both active sports related venues and more passive, entertainment venues.

Overall administration of the park system, the Salem Parks and Recreation Department and the World War Memorial Building, is the joint responsibility of the Board of Park Commissioners and the Board of Trustees of the World War Memorial Building Association. The Parks Commission consists of three volunteer members who are appointed by the Mayor. It is the mission of these Boards to supply a coordinated, year-round program of parks and recreation for area residents. The day-to-day management of the parks and recreation and Memorial Building is the responsibility of the Director of Parks and Recreation and the department staff. Staff includes a Park Director, Supervisor and Foreman who oversee the maintenance and operation of all city parks and schedule activities at both the parks and the Memorial Building.

Inventory of Existing Parks and Recreational Facilities

The Memorial Building

The Memorial Building was a gift from W. H. Mullins to the citizens of Salem and was first opened as a community center in 1924. It is the headquarters of the Parks and Recreation Department and hosts a variety of indoor recreation programs throughout the year. It is the home of many of Salem's organizations and clubs.

Centennial Park (35 acres)

Centennial Park is located on East State Street, near the downtown area, and is the City's oldest and most developed park. It contains picnic shelters, which may be reserved, picnic tables, grills, lighted basketball and tennis courts, playgrounds, including a new, wooden play area called "Swings & Things," two ball fields, scenic areas, and large shade trees. The outdoor pool is open only from Memorial Day through Labor Day, but the rest of the park is open and used



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all year. Our shelters may be used for community and private events. The rolling hills in this park make an ideal area for sled riding for the smaller children.

Waterworth Memorial Park (37 acres)

Approximately 20 acres of this 37 acre park have been developed for use by the community, with future developments under consideration. The park contains five ball fields, lighted tennis courts, practice wall, play areas, picnic pavilions, grills, sand volleyball court, duck pond, concession stand, water fountain, and restrooms. The park is also home for the Parks and Recreation Department maintenance building.

The Memorial Civic Center (band shell), located in Waterworth Memorial Park, was dedicated May 22, 1971. It was erected as a community action project, sponsored and build by the Chamber of Commerce, designer Earl Orashan, Howard Pardee, Director of the Quaker City American Legion Band, the US Navy Seabees, and many dedicated volunteers. It is the location for many community concerts, plays and other cultural and artistic events throughout the summer months.

W. H. Mullins Park (2 acres)

Mullins Park (formerly known as Cedar Park) is a small children's play area. At present, swings, slides, and a large sand box make this a pleasant place for small tots. Picnic facilities are included for lunch meals.

Kelley Park (5 acres)

Kelley Park is named after Joe M. Kelley, the first Director of Salem's parks system. Mr. Kelley served the system from 1924 until his death in 1951. The park is a school-park complex, with Prospect School located on the grounds. The only lighted softball field in the community is located here along with summer playground equipment. It is also a popular site for winter sledding.

Eagleton's Glen Recreation Area (Undeveloped - 70 acres)

This area, located six miles south of Salem, is the site of the historic Teegarden covered bridge. At one time, a small community was here, and a mill sat by the iron bridge just north of the covered bridge.

The Teegarden covered bridge is maintained by the county, and at present, only a small picnic area is maintained. The land is owned by the Salem Utilities Department, but the picnic area is maintained by the Parks & Recreation Department. Future plans for the area include hiking, picnic space, camping, and

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other outdoor recreational activities. The land follows the Middle Fork Little Beaver Creek from near State Route 45 to the pumping station.

Salem City Lake (220 acres)

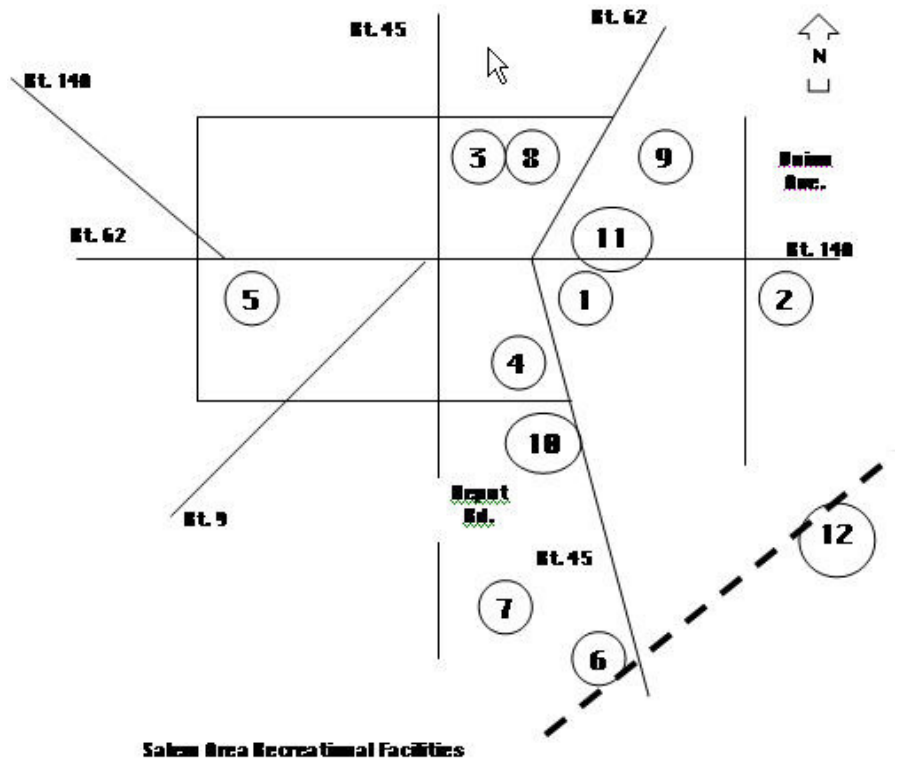
Cold Run Reservoir (aka Salem City Lake) is Salem's main water supply and also a source of recreation. Projects on the land are operated by the Parks and Recreation Department, under the supervision of the Utilities Department.

The area is located eight miles south of Salem and provides an outdoor recreation center for boating, fishing, hiking, and picnicking. It is open from mid-April the last Sunday in September and is operated on a fee basis: charges are made for use of the lake and for fishing.

Source: City's web site: <http://www.cityofsalemohio.org/parks.shtml>

**Salem Area's Parks and Recreational Facilities**

1. Memorial Building
2. Centennial Park
3. Waterworth Memorial Park
4. W.H. Mullins Park
5. Kelley Park
6. Eagleton's Glen Recreational Area
7. Salem City Lake (Cold Run Reservoir)
8. Salem Community Center
9. Salem High School
10. Kent State University-Salem
11. YWCA
12. Little Beaver Creek Greenway (regional bike path)



## Salem Area Sustainable Comprehensive Plan Parks, Recreation and Natural Resources

The Salem Parks and Recreation Board remains cognizant of the need to improve and expand facilities in order to keep pace with customer's need and demands and address the normal aging of city equipment and facilities. Attached as Exhibit I is a listing of Capital Improvements and maintenance projects provided by the Parks and Recreation Administrator as a Sustainable Growth Plan.

### II. Perry Township Recreational Facilities and Programs:

Parks and recreation are a regional activity with collaboration between the city and the township and full participation by township residents in City run parks and recreational opportunities. The Perry Township Trustees contribute revenues each year to help support the City of Salem parks. The Township's contribution is from inside millage on property taxes, and changes from year to year. Perry Township does not specifically have recreational activities run by the township.

### III. Salem Community Center:

The Salem Community Center is a private not for profit organization dedicated to the improvement of the quality of life within the Salem community. The SCC's goals are:

- To encourage a sense of community by facilitating partnerships with local health, service, and educational institutions and organizations. To promote the principles of acceptance, understanding, fellowship and respect for all people within our community. To provide recreational activities to promote personal wellness. To be responsive to membership by addressing emerging and changing community needs and removing economic barriers within available resources. To continue the cycle of giving through service and resources to the Salem area community.

The SCC was constructed in 2001 next to the Waterworth Memorial Park (see above), and was a collaborative effort of community leaders, the Salem Community Foundation, and the community as a whole. Its purpose was to offer opportunities for recreation, education and social activities for toddlers through seniors.

The Salem Foundation, with \$9,500,000 from the McKeown Fund, provided financial support for the Community Center through the Ruth Harkins McKeown estate.

Center facilities include an indoor swimming pool, Jacuzzi, wading pool, exercise facilities, locker rooms, teen lounge, community rooms, catering facilities, walking and running track, gymnasium and, the newest addition, an indoor soccer arena. The Center is fitted with state of the art amenities including Wi-Fi internet access.

Ongoing operations of the Center are supported through a membership fee structure and fees for classes. There are different categories of membership and some populations, such as seniors and students, can receive a lower membership rate. The current membership fee is \$576 for a family of four.

Source: Salem Community Center Web Site:  
<http://www.salemcommunitycenter.com/>

#### IV. YWCA:

Within the past few years the Salem YWCA has undergone a transformation in its approach to programming and facilities, beginning with a strategic planning process to assess and refocus their priorities as an organization. As a result, the YWCA is moving out of direct recreational services in recognition that other entities within the community are providing these services. The Y will continue to provide core programs, such as youth gymnastics and spin aerobics, but they have moved away from other recreational programs that overlap with other existing offerings in the community.

Source: Interview with YWCA Staff

#### V. Kent State University – Salem Campus and City Center:

Located on a 95-acre site just two miles south of the city on SR 45, the Kent State University Salem campus features a lake, arboretum (a 25-acre mixed hardwood forest) all used by students for studies and for recreation. A nature trail winds through the campus, attracting both bird watchers and hikers/walkers on campus and from the community. Students have access to the Salem Community Center's full range of recreational programs and facilities (see page 8 of this chapter).

KSU-Salem contributes to the recreational opportunities and healthy lifestyles of Salem area residents in a number of ways. The KSU-Salem Campus City Center facility, located in Salem in the former Salem High School at 230 N. Lincoln Avenue, leases the gym to the YWCA for their gymnastics and other recreational programs. KSU-Salem's outdoor soccer fields are used by area soccer leagues. KSU-Salem is moving into more of an emphasis on Health Care. They are converting their gym into a state of the art Health Sciences Lab and Facility, shifting physical education courses to the Salem Community Center. KSU-Salem also holds an annual Health Fair for the community, providing health screenings and health-related information and education.

It is currently difficult to access the City of Salem from the Kent State University Salem Campus other than by car. The state highway leading from campus to

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Salem is heavily used and does not have a sufficient berm to be utilized safely by bikers or walkers.

Source:

<http://www.kent.edu/regional/Campuses/salem.cfm>

and interviews with KSU-Salem staff.

VI. Salem City Schools

School sports are a very important feature of the Salem area for community residents. The vision report indicated strong and widespread support and appreciation for the sports teams and variety of sports programs available to children in the community. Friday night football is a special event that gets the entire community out to pack Reilly Stadium and cheer on the Quakers.

Salem Athletic Boosters support all 18 of the Salem High School athletic programs working with the coaches, parents, athletes, and the athletic director to help and support each individual team. Membership is open to all individuals interested in promoting the ideals of athletics. The Salem Athletic Booster Club has been in existence for over 50 years, incorporating in 1977. The Boosters currently has 394 members and 183 sponsoring businesses.

From 2005-2007 the Salem Athletic Booster Club donated over \$40,000 over the for Reilly Stadium renovations. In 2007 over \$10,000 went toward a total audio system upgrade to enhance events held at the stadium including football, soccer, track and field, band shows, halftime recognitions and other school and community events. The club made a \$30,000 donation for the new scoreboard that was installed summer 2007.

The school's ¼ mile outdoor track, located at Reilly Stadium, is available for use by the community. The track is used frequently by Salem area residents for running and walking. Gym space is at a premium at the schools, and is available only in special situations.

Source: Salem City Schools, Interview and web site:

<http://www.salem.k12.oh.us/scsweb/>

VII. Natural Resources

Streams and Watersheds:

The Salem Area is in the Little Beaver Creek Watershed. In 1999 the Little Beaver Creek Watershed protection project began with a CWA Section 319 grant obtained by Columbiana Soil and Water Conservation District and match

partners. The goals of this initial grant have been carried out leading to the beginning of several conservation practices and the understanding of the watershed concept. This project, the first of its kind in the county, is the beginning of a new strategy in planning for the future of Little Beaver Creek and surrounding watersheds. To date, a draft Watershed Management Plan has been completed and the Plan is now being shared with affected entities in the watershed.

Exhibit IV, Little Beaver Creek Watershed Map.

Source: Little Beaver Creek Watershed web site and interviews  
[http://ohiowatersheds.osu.edu/groups/wgp\\_group.php?id=109](http://ohiowatersheds.osu.edu/groups/wgp_group.php?id=109)

## **Goals, Objectives and Strategies**

### **Goal 1: The Salem Area Recreational Facilities, Programs, Organizations and Parks provide a wide range of programs that meet the recreational and wellness needs of Salem Area residents**

Objective 1: Develop a comprehensive long range Parks and Recreation plan that will include all organizations/clubs/ programs/facilities/offices working in partnership to address the Salem area's future needs in a detailed, coordinated manner

- 1.1.1 Establish an umbrella Salem Area Parks and Recreation Coordinating/Planning Group with representation from each of the entities providing recreational and park programs and facilities
- 1.1.2 Develop a long range plan for coordinated recreational programs and facilities for the Salem Area
- 1.1.3 Identify the key attributes/assets/themes of each of the Salem Area's park and recreational facilities and develop a plan that will build upon and coordinate these assets
- 1.1.4 Identify and prioritize Salem's Parks and Recreation facilities capital improvement, parks and facilities maintenance, and future expansion plans

### **Indicators**

- Existence and adoption of comprehensive long-range Park Plan by all entities

**Goal 2: Salem Area residents of all income levels have access to recreational facilities and understand the importance of recreation/exercise in maintaining a healthy lifestyle**

Objective 1: Insure that all residents have access to recreational opportunities regardless of income

2.1.1 Insure that Salem Area lower income families and individuals have access to quality recreational programs and facilities

Objective 2: All residents understand the connection between recreation and health, and engage in available recreational opportunities and activities

2.2.1 Promote the health benefits of physical exercise to Salem Area residents in order to encourage increased recreational activities and facility usage

2.2.2 Promote the wide variety of activities available throughout the Salem Area

**Indicators**

- Usage of recreational opportunities by low income residents
- Reduction in heart disease, obesity and diabetes among Salem residents

**Goal 3: The Salem Area Parks and Recreational activities provide excellent facilities supported through a variety of resources and involvement by the community**

Objective 1: Identify sources of capital improvement and maintenance funds for parks and recreation

3.1.1 Explore the use of tools available through the Ohio Revised Code to obtain funding for parks and recreation through private development (developer impact fees, for example)

3.1.2 Explore the availability of funding for parks improvements from State and Federal agencies such as ODOT, CDBG, Nature Works, etc.

3.1.3 Collaborate with the City and Township to obtain annual capital improvement funding for parks maintenance and infrastructure improvements

3.1.4 Identify collaborative relationships and partnerships with community organizations, groups and non-profits for the delivery and expansion of recreational programming

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3.1.5 Salem Parks and Recreation meets seasonal staffing demands through partnerships with Kent State University Salem Campus

Objective 2: Salem Area residents and organizations support their parks and recreation programs

3.2.1 Establish "Friends of the Parks" Committee to provide volunteer services and programs

3.2.2 Establish "Neighborhood Watch" programs to insure safety of residents using neighborhood park facilities

Objective 3: Salem Area residents are aware of park and recreational facilities and programs

3.3.1 Informational and directional signage throughout the community clearly identifies the location of park and recreational facilities

3.3.2 Information regarding recreational programs and facilities are provided to Salem Area residents in a number of ways to make it easy to find information

**Indicators**

- Increase in financial support for area parks and recreation
- Increased safety in neighborhood park facilities
- Increased volunteer hours

**Goal 4: Natural Resources: All streams in the Salem Area are fishable, drinkable and swimmable**

Objective 1: Identify streams with poor water quality and develop improvement plans

4.1.1 Collaborate with the Little Beaver Creek Watershed Group to build on plans developed by the Watershed (See Exhibit II)

4.1.2 Collaborate with Ohio State University Extension's Watershed Program to consider training local volunteers through the Volunteer Monitoring Study Plan Workshop

Objective 2: Salem Area streams are used as recreational resources

4.2.1 Promote Salem Area streams for recreational uses such as canoeing and fishing

**Indicators**



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- All streams meet EPA quality standards
- Increase in usage of streams for recreation

**Goal 5: The Salem Area is a walkable, bikeable community**

Objective 1: The Salem Area bikeways provide healthy recreational opportunities as well as a means of alternative transportation

- 5.1.1 Develop a bike plan for the City of Salem and surrounding area that connects key neighborhoods with parks and recreational facilities, shopping, education, employment and community resources
- 5.1.2 Connect bikeways in the Salem Area to the 12 mile Little Beaver Creek Greenway, located 1/10 mile from the Centennial Covered Bridge in Eagleton Glenn Park (see ODOT's Bikeway/Pedestrian Web Site at <http://www.dot.state.oh.us/bike/Northeast.htm>). Also see attached map of regional bikepaths and proposed paths, Exhibit III.

Objective 2: Consider Salem's participation in a "Walkable Communities" approach

- 5.2.1 Identify and use best practices of other communities, identifying programs that have effectively developed and promoted walkability (Possible source of information is Miami Valley Regional Planning Commission's "Walkable Community Program" <http://www.mvrpc.org/walkable/>)

**Indicators**

- number of miles of bike trails in community
- existence of connections with regional bikeway corridors

**IMPLEMENTATION PLAN – PARKS, RECREATION AND NATURAL**

**Goal 1: The Salem Area Recreational Facilities, Programs, Organizations and Parks provide a wide range of programs that meet the recreational and wellness needs of Salem Area residents**

**Objective 1: Develop a comprehensive long range Parks and Recreation plan that will include all organizations/clubs/ programs/facilities/offices working in partnership to address the Salem area’s future needs in a detailed, coordinated manner**

	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1.1	Establish an umbrella Salem Area Parks and Recreation Coordinating/Planning Group with representation from each of the entities providing recreational and park programs and facilities	<p>a. City administration will convene a Salem Area Coordinating Group with the following groups represented:</p> <ol style="list-style-type: none"> <li>1. City Parks &amp; Rec</li> <li>2. Community Center</li> <li>3. Salem City Schools</li> <li>4. KSU-Salem Campus and City Center</li> <li>5. YMCA</li> <li>6. Clubs and league sports</li> <li>7. Salem Community Hospital</li> <li>8. Township Trustees</li> <li>9. Little Beaver Creek Watershed</li> <li>10. Athletic Boosters Club</li> <li>11. Other?</li> </ol> <p>b. This group will meet on at least a quarterly basis to discuss issues of mutual concern and methods of collaboration</p> <p>c. Identify and use “best practice” models of recreation/parks coordinating groups in other</p>	City Mayor	Begin Fall 2008 & Ongoing thereafter

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		communities		
1.1.2	Develop a long range plan for coordinated recreational programs and facilities for the Salem Area	<p>a. Coordinating Group will participate in the development of a long range plan, including a specific implementation strategy, for coordinated recreational programs and facilities for the Salem Area</p> <p>b. Plan will be implemented by identified parties</p> <p>c. Effectiveness of plan will be evaluated on an annual basis by the Coordinating Council</p> <p>d. A Report to the Community on the status of recreation in the Salem area will be prepared and shared with the community on an annual basis</p>	Salem area coordinating group	Year 1
1.1.3	Identify the key attributes/assets/themes of each of the Salem Area's park and recreational facilities and develop a plan that will build upon and coordinate these assets	<p>a. Convene a park planning committee with representation from user groups (residents, clubs, local industry)</p> <p>b. Analyze the attributes of each park and develop a purpose/vision statement for each</p> <p>c. Develop a 10 year plan for park development to fulfill this vision</p>	Parks & Rec Staff, City of Salem & Salem Township	Year 1
1.1.4	Identify and prioritize Salem's Parks and Recreation facilities capital improvement, parks and facilities maintenance, and future expansion plans	a. Prioritize projects in Parks and Rec Sustainable Growth Plan (see Exhibit I)	Parks & Rec Staff, City of Salem & Salem	Year 1

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		b. Identify and secure sources of funding for priority projects c. Implement growth plan	Township	
<b>Goal 2: Salem Area residents of all income levels have access to recreational facilities and understand the importance of recreation/exercise in maintaining a healthy lifestyle</b>				
<b>Objective 1: Insure that all residents have access to recreational opportunities regardless of income</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.1.1	Insure that Salem Area lower income families and individuals have access to quality recreational programs and facilities	a. Identify facilities and programs in the Salem Area that are available at little or no cost to participants b. Inform residents of the availability of these programs and facilities c. Promote the health benefits of exercise and recreation to lower income families	Parks & Rec Staff	Year 1
<b>Objective 2: All residents understand the connection between recreation and health, and engage in available recreational opportunities and activities</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.2.1	Promote the health benefits of physical exercise to Salem Area residents in order to encourage increased recreational activities and facility usage	a. Partner with the Hospital and other appropriate organizations to promote the benefits of exercise throughout the community	Salem Community Hospital & Parks & Rec Staff	Year 1
2.2.2	Promote the wide variety of activities available throughout the Salem Area	a. PSAs in the local newspapers b. Flyers in key locations such as Doctor's offices, City offices, restaurants, library c. Expand and improve the city's Park and recreation website to	Parks & Rec Staff	Year 2

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		include all rec programs and facilities in the Salem Area d. Implement community health programs such as "Run for the Cure" or weight loss activities		
<b>Goal 3: The Salem Area Parks and Recreational activities provide excellent facilities supported through a variety of resources and involvement by the community</b>				
<b>Objective 1: Identify sources of capital improvement and maintenance funds for parks and recreation</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.1.1	Explore the use of tools available through the Ohio Revised Code to obtain funding for parks and recreation through private development (developer impact fees, for example)	a. Identify available tools and their uses b. Draft local policies that would implement these tools c. Present options to City and Township for discussion and adoption d. Inform Developers of their responsibilities under these policies	Parks & Rec Staff, Salem City Council & Perry Township Trustees	Year 2
3.1.2	Explore the availability of funding for parks improvements from State and Federal agencies such as ODOT, CDBG, Nature Works, etc.	a. Identify funding sources b. Identify local match c. Apply for funding	Parks & Rec Staff	Year 2
3.1.3	Collaborate with the City and Township to obtain annual capital improvement funding for parks maintenance and infrastructure improvements	a. Identify the most used recreational facilities (basketball) and identify funding to improve these facilities b. Prioritize needs through the park and rec plan (1.1.2) and develop capital improvement plans to meet priority needs in order of importance	City of Salem, Parks & Rec Staff & Perry Township Trustees	Year 2

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3.1.4	Identify collaborative relationships and partnerships with community organizations, groups and non-profits for the delivery and expansion of recreational programming	<ul style="list-style-type: none"> <li>a. Develop an inventory of existing community organizations, groups and non-profits with their current program/service offerings and missions</li> <li>b. Convene a meeting of these organizations, groups and non-profits to identify current activities and potential expansions of recreational programming</li> <li>c. Identify collaborative partnerships for program delivery and expansion</li> </ul>	City of Salem & Parks & Rec Staff	Year 1
3.1.5	Salem Parks and Recreation meets seasonal staffing demands through partnerships with Kent State University Salem Campus	<ul style="list-style-type: none"> <li>a. Partner with KSU-Salem's Leisure Studies Program to create seasonal internships for students</li> <li>b. Identify sources of funding for the City's portion of support for seasonal interns</li> </ul>	KSU-Salem, Parks & Rec Staff & City of Salem	6 mos.
<b>Objective 2: Salem Area residents and organizations support their parks and recreation programs</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.2.1	Establish "Friends of the Parks" Committee to provide volunteer services and programs	<ul style="list-style-type: none"> <li>a. Establish committee</li> <li>b. Determine roles based on interest and need</li> </ul>	Salem Parks & Rec Staff	Year 1
3.2.2	Establish "Neighborhood Watch" programs to insure safety of residents using neighborhood park facilities	<ul style="list-style-type: none"> <li>a. Identify process to establish neighborhood watch programs</li> <li>b. Identify and collaborate with interested volunteers</li> <li>c. Implement programs</li> </ul>	Salem Police Department & Parks & Rec Staff	Year 2
<b>Objective 3: Salem Area residents are aware of park and recreational facilities and programs</b>				

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	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.3.1	Informational and directional signage throughout the community clearly identifies the location of park and recreational facilities	a. Develop and install uniform, attractive directional signage for all Salem Area parks and recreational facilities	City of Salem & Parks & Rec Staff	Year 3
3.3.2	Information regarding recreational programs and facilities are provided to Salem Area residents in a number of ways to make it easy to find information	a. Develop the City Parks and Rec web site as a central point for information on all parks and recreational programs throughout the Salem Area b. Develop brochures that outline parks and rec opportunities and contact information in convenient locations throughout the Salem Area (Chamber, Library, stores, etc.)	City of Salem & Parks & Rec Staff	Year 2
<b>Goal 4: Natural Resources: All streams in the Salem Area are fishable, drinkable and swimmable</b>				
<b>Objective 1: Identify streams with poor water quality and develop improvement plans</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.1.1	Collaborate with the Little Beaver Creek Watershed Group to build on plans developed by the Watershed (See Exhibit II)	a. Contact the Little Beaver Creek Watershed Develop an inventory of streams b. Develop an inventory c. Collaborate with the Watershed to improve streams in the Salem Area d. Explore the feasibility of developing model ordinances to promote "drinkable, swimmable fishable" streams in the Salem Area	City of Salem & Perry Township	Years 3-5
4.1.2	Collaborate with Ohio State University Extension's	a. Contact OSUE Watershed Program	City of Salem,	Year 2

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	Watershed Program to consider training local volunteers through the Volunteer Monitoring Study Plan Workshop	b. Discuss participation of area volunteers in Volunteer Monitoring Program c. Utilize certified volunteers to monitor stream quality on a periodic basis	Perry Township, OSU Extension & Watershed Coordinators	
<b>Objective 2: Salem Area streams are used as recreational resources</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.2.1	Promote Salem Area streams for recreational uses such as canoeing and fishing	a. Develop information and make it available to the public through appropriate web sites, PSAs, etc. b. Collaborate with Columbiana County promotional organizations and outlets to promote area recreational opportunities	Salem Area Chamber of Commerce, Columbiana County Travel and Tourism, & Ohio Department of Travel and Tourism	Year 2
<b>Goal 5: The Salem Area is a walkable, bikeable community (see Goal 9: Infrastructure/Transportation chapter)</b>				
<b>Objective 1: The Salem Area bikeways provide healthy recreational opportunities as well as a means of alternative transportation</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.1.1	Develop a bike plan for the City of Salem and surrounding area that connects key neighborhoods with parks and recreational facilities, shopping, education, employment and community resources	a. Develop a bikeway plan for the Salem Area b. Seek funding from the Ohio Department of Transportation and other entities	Parks & Rec Staff & City of Salem	Year 3



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		c. Implement the plan		
5.1.2	Connect bikeways in the Salem Area to the 12 mile Little Beaver Creek Greenway, located 1/10 mile from the Centennial Covered Bridge in Eagleton Glenn Park (see ODOT's Bikeway/Pedestrian Web Site at <a href="http://www.dot.state.oh.us/bike/Northeast.htm">http://www.dot.state.oh.us/bike/Northeast.htm</a> ). Also see attached map of regional bikepaths and proposed paths, Exhibit III.	a. Collaborate with the Columbiana County Park District to develop plans to extend the bikeway to the Eagleton Glenn Park and City of Salem's bike network b. Identify sources of support such as ODOT or other public grant dollars	Parks & Rec Staff & Columbiana County Park District	Years 4-5
<b>Objective 2: Consider Salem's participation in a "Walkable Communities" approach</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.2.1	Identify and use best practices of other communities, identifying programs that have effectively developed and promoted walkability (Possible source of information is Miami Valley Regional Planning Commission's "Walkable Community Program" <a href="http://www.mvrpc.org/walkable/">http://www.mvrpc.org/walkable/</a> )	a. Determine local interest in walkable community b. Create Planning/Implementation committee c. Utilize existing model to help with planning d. Develop a plan and seek sources of support	Parks & Rec Staff, Salem Community Foundation & Salem Community Center	Years 4-5

## **EXHIBIT I**

### **SALEM PARKS AND RECREATION SUSTAINABLE GROWTH PLAN**

Prepared by Steve Faber, Parks and Recreation Director

#### Capital Improvement Funding Strategies:

- Use tools provided by the Ohio Revised Code to obtain capital improvement money from land developers; any new developer will help to pay for green space/bike ways/sidewalks

#### **Waterworth Memorial Park**

Expand Waterworth Memorial Park: (high priority)

- Purchase the 10-15 acres north of the park to expand the nature trail which intersects with the Salem Community Center walking trail

#### Tennis Court Replacement:

1. Construct a six court tennis court area north of the present tennis court, replacing the three courts with six
2. Convert the old tennis court area to another use to be determined

Replacement will help High School Tennis Team use for outside competition and possible youth leagues

#### Maintenance Building & Storage Building:

1. Add on to or replace the current building, depending on cost
2. Siding and fencing at "Storage 13"

#### Duck Pond (Memorial Park):

1. Install sprinklers and fountains to improve water quality
2. Install decorative lighting to improve security and safety
3. Improve landscaping

#### Memorial Park Basketball:

1. Install lights on basket ball courts
2. Install decorative lighting to improve security and safety
3. Improve landscaping

#### Memorial Park Miscellaneous Improvements and Maintenance:

1. Install multiple sidewalks in Memorial
2. Purchase two properties north of 12<sup>th</sup> Street right-of-way
3. Repair/replace drive over bridge in Memorial
4. Replace fence fabric at various locations
5. Refurbish sand volleyball court in Memorial

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6. Install speed bumps at various locations to calm traffic
7. Construct multi-use athletic field(s) along 12<sup>th</sup> Street
8. Remove sewage lift station from rest room and replace with gravity line
9. Replace roof on band shell

**Centennial Park**

Pavilion Construction and Repair:

1. Replace at least three smaller pavilions in Centennial Park with larger pavilions
2. Face lift on all remaining pavilions throughout the park system
3. Install waterlines, drinking fountains and electricity to all pavilions
4. Construct at least one pavilion in Centennial Park that is enclosed and has rest rooms near the playground in Centennial Park

Centennial Pools:

1. Improve the look of the pool areas with paint, new equipment, etc.
2. Add murals to the pool house – inside and outside
3. Replace pool filter tank
4. Refurbish pump house to increase safety and efficiency
5. Install a pool heater
6. Purchase a safety cover for the season during which the pool is closed down
7. Up-grade chemical controls
8. Repair wading pool leak(s)

Centennial Park Parking Facilities:

1. Expand parking lot at the corner of Ball Field Drive and Maple Street
2. Construct a parking area along the east boundary between Court Drive and Maple Street
3. Expand the parking area to the south of the basketball courts at the dead end of Court Drive

Gazebo:

1. Construct a large gazebo in Centennial Park

Centennial Park Mini Stadium:

1. Move ball fields to a different location and construct a stadium for soccer practice and matches
2. Construct a track around the soccer field for school events and walking/jogging for Salem area residents

Centennial Park Miscellaneous:

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1. Install two 3-on-3 basketball courts in Centennial
2. Safety Zone landscaping and seating
3. Refurbish sand volleyball court
4. Install multiple sidewalks in Centennial Park

**Hunt Road Site**

1. Develop Hunt Road acreage, presently controlled by the Salem Utilities Commission into a park

**Kelley Park**

1. Purchase the two properties (approximately 15 acres) west of the present park; develop this area into a baseball/softball complex. This is where we would relocate Centennial Park ball fields.
2. Purchase the ground the City now leases on the north boundary of Kelley Park
3. Purchase the rear property of Prospect School for park purposes
4. Install waterline and drinking fountain at backstop

**East Cold Run Reservoir**

1. Construct boat racks at the lake
2. Bait house improvements including heater at the lake
3. Replace out houses at the lake
4. Improve parking at the lake
5. Repair retaining wall at the lake
6. Construct pavilions
7. Improve parking

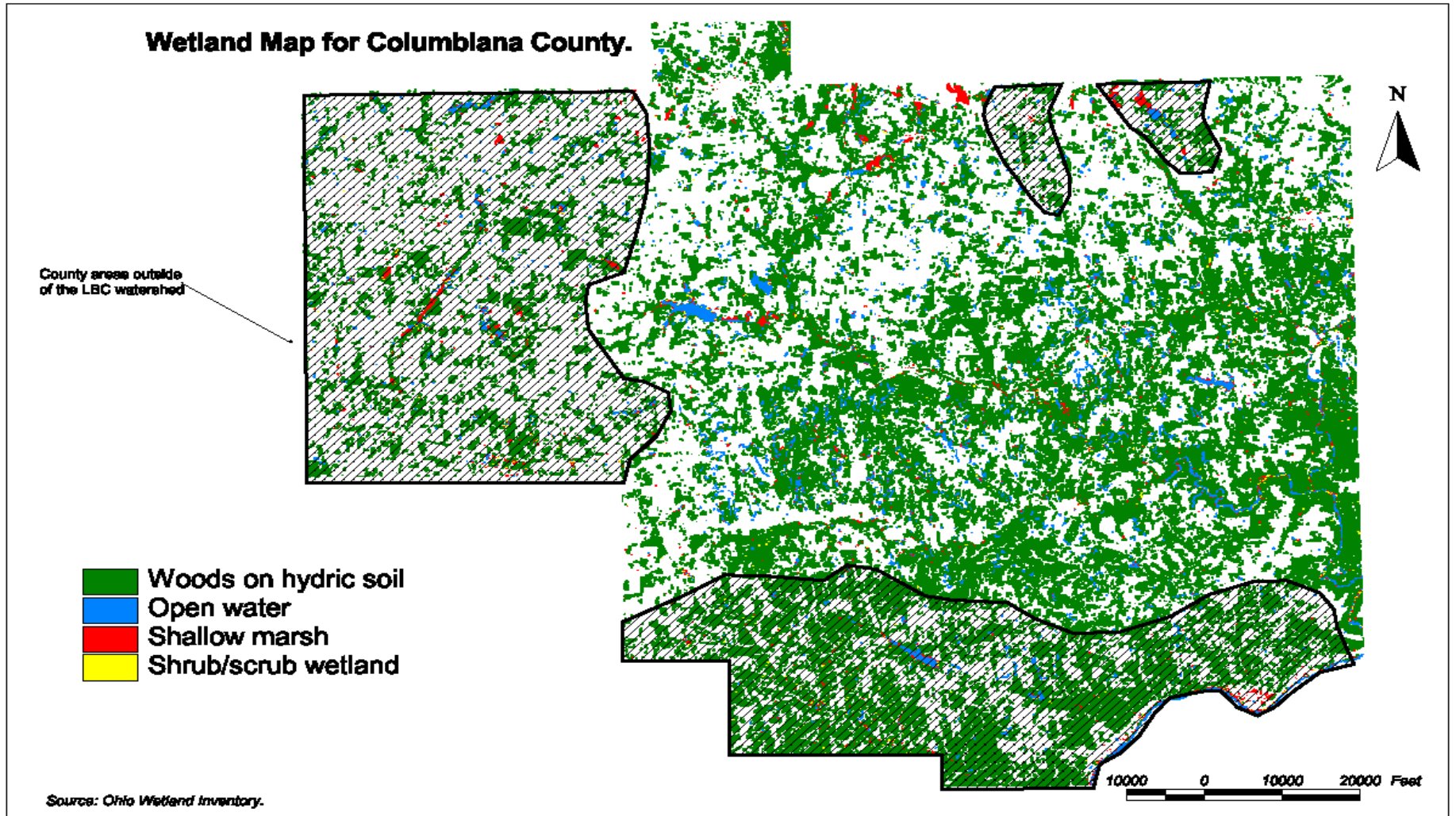
**Eagleton Glenn Park**

1. Construct pavilions
2. Construct outhouse facilities
3. Reconstruct historic village

**Miscellaneous**

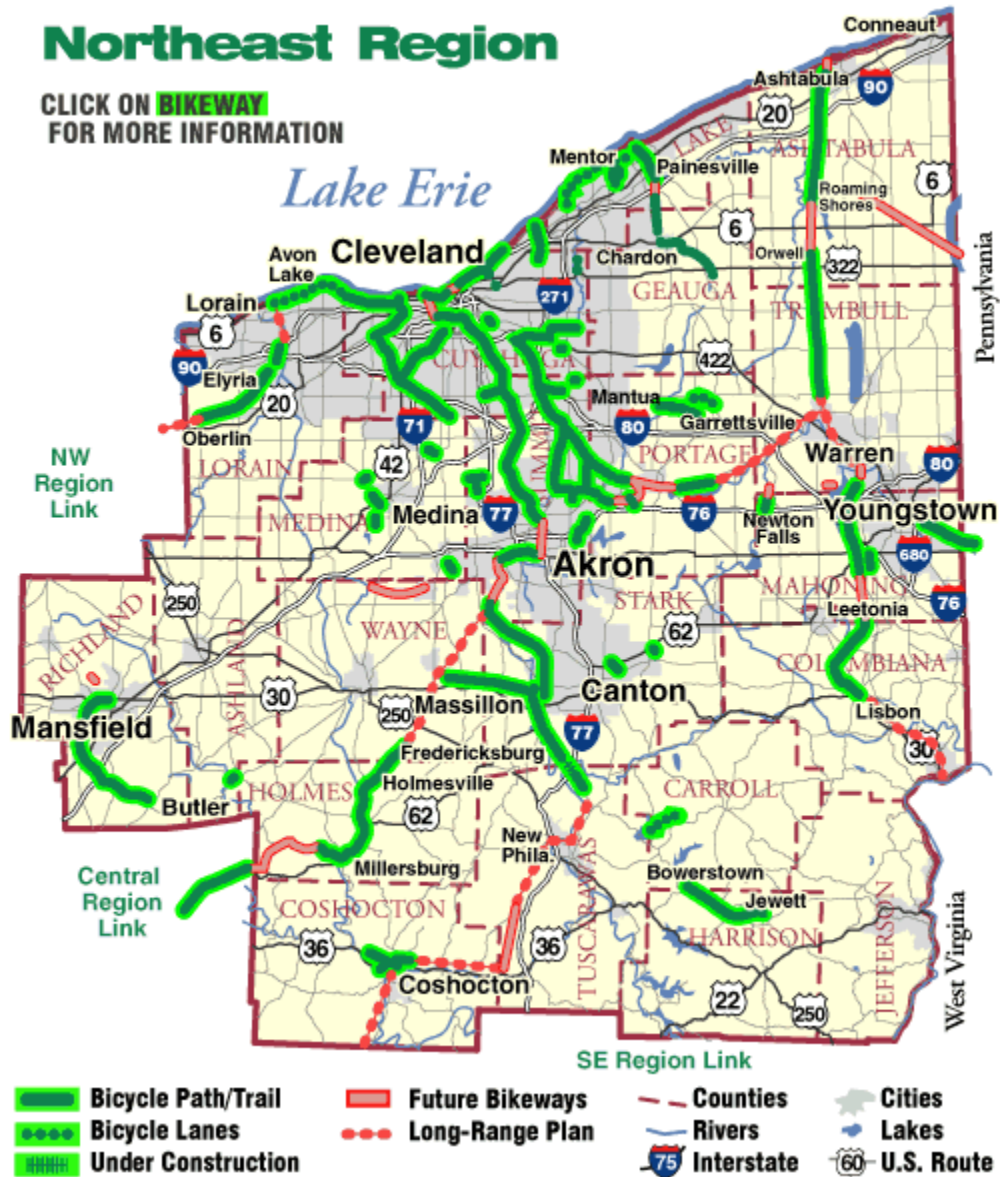
1. Outfield improvement to ball fields including lights – in all locations/multiple parks
2. Fence fabric replacement in various locations at multiple parks
3. Develop corner of sunset and Lincoln into park property with signage
4. Playground equipment and pavilion at Mullins Park
5. Drain improvements in various locations – Centennial and Kelley Parks
6. Identification and directional signs throughout the parks and town

**Exhibit II**



### Exhibit III

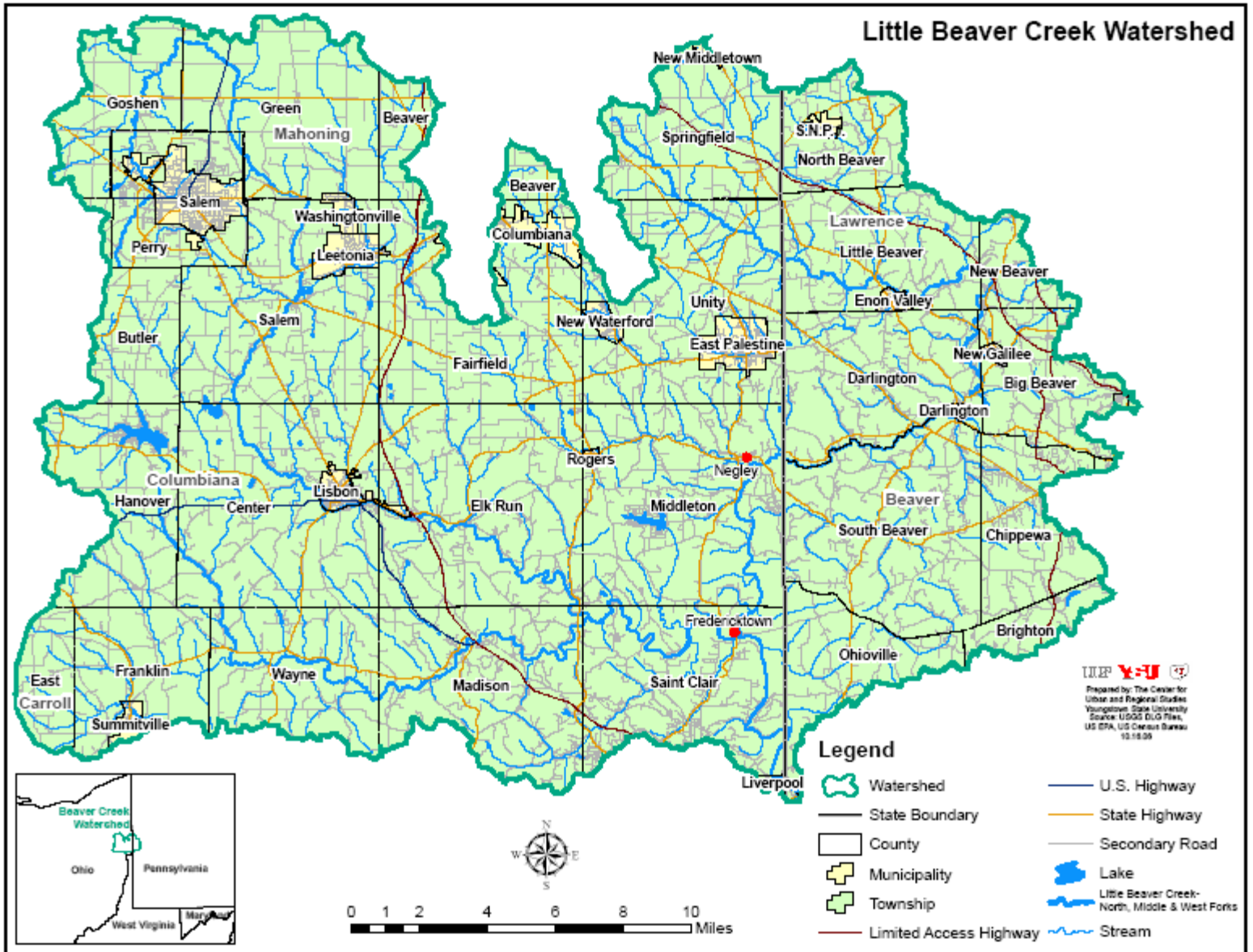
## EXISTING AND PROPOSED REGIONAL BIKEWAYS: Northeast Region



Source: ODOT's Map and List of Bikeways  
<http://www.dot.state.oh.us/bike/MAPList.htm>

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**Exhibit IV**



## **Historic Properties and Built Environment**

### **Summary**

Salem has a rich historical legacy spanning more than two centuries. The face of American life has been influenced by events and personalities in Salem committed to the abolition of slavery, women's rights and equal rights for all citizens, industrial innovation and productivity, and the arts. Pride in the community and preservation of its assets is evident through the many organizations and individuals striving to protect this heritage and promote it to others.

Salem has the opportunity to become a tremendous heritage destination for tourists. To achieve success, coordination of effort and commitment of resources is needed to realize the full potential that is available for the community to seize. Participation by government, commercial and retail enterprises and individuals working together can leverage existing assets to develop a solid future that capitalizes on the qualities identified that make Salem a desirable community with a good quality of life for all its citizens. This same participation can most successfully identify new assets that, when brought to bear, can only increase the economic and social opportunities desired by all.

### **Planning Issues**

It has been said that those who do not learn from the past are doomed to repeat it. Salem is challenged with the need to balance how best to preserve historic structures with the need to develop quality uses of historic properties that can meet the needs of an evolving society. Integration of old with new is particularly challenging as new designs, building codes, construction methods and materials, and maintenance technologies develop.

Sensitivity on various levels is critical as property owners, both corporate and individual, plan new endeavors. Careful evaluation of project goals and prioritization of preservation necessities should be an integral component of all renovation, restoration, replacement or demolition planning. These decisions show a tangible community response to the value of historic properties and the role they play in the sustained economic development of the community. A quality decision making process illustrated to observers in the community and those on the outside looking in about the importance we as a community place on respect for the issues and properties unique to Salem and that which make Salem an integral component in the larger arena of state and national life.

Funding is often the most serious obstacle to any project. Project costs can often be significantly higher when historic property is involved. Restoration of historic



property can often be greater than new construction. Maintenance needs associated with historic property are often more frequent as well as higher in cost. Alternative funding sources are vital to preserving historic property and integrating it with new. Sources of inexpensive capital are particularly necessary to the individual historic property owner to encourage and enable preservation and restoration, as well as renovation.

### **Existing Conditions and Trends**

Commitment to Salem's historic properties is evidenced in part through the eight properties or areas identified by the Ohio Historic Preservation Office as being listed on the National Register of Historic Places:

- Burchfield Homestead, 867 E. Fourth St., childhood home of Charles Burchfield, one of America's preeminent watercolorists. The property has been restored to how it appeared when the Burchfield family lived there in the early 1900s.
- Franklin Harris Farmstead, 3525 Depot Rd.
- Daniel Howell Hise House, 1100 Franklin Ave., home of an ardent abolitionist, farmer, and brick maker who opened his home to countless prominent citizens of the mid-nineteenth century. His daily diary from 1846-1878 provides a firsthand account of life in Salem.
- John Street House, 631 N. Ellsworth Ave., home of the son of Zadok Street, who, along with John Staughan, founded Salem in 1806.
- Salem Downtown Historic District, area between E. Pershing Ave. and Sugar Tree Alley, and Ellsworth, Vine and Ohio Aves.
- South Lincoln Avenue Historic District, area between Pershing and Summit Sts.
- Salem Methodist Episcopal Church, 244 S. Broadway Ave.
- Teegarden-Centennial Covered Bridge, Eagleton Rd.

These properties have been preserved through hard work by individuals, organizations and institutions because of their value to the community and importance in the broader history of American life. They are promoted through various means to draw attention to tourists and scholars. More such properties can be identified and deserve equal commitment to preservation and promotion as attractions for tourists interested in historic sites.

The Salem Preservation Society was established in 1993. Its mission is to preserve architecturally and historically significant sites, objects, and landscapes in the Salem area, and to promote educational, artistic, and cultural activities that will increase community awareness of the importance of the preservation of Salem's heritage. The Society is a 501(c)(3) governed by a seven-member board of trustees and three officers.

## Salem Area Sustainable Comprehensive Plan Historic Properties and Built Environment

The society manages the Century Home Plaquing project that guides property owners in correctly researching and authenticating historic properties. The society honors authenticated properties with a publicly presented plaque, which is then displayed as recognition of this historic status of the property. Promotion of Century Homes raises awareness of such properties among the citizenry.

Salem Historical Society was established in 1947. Its mission is to promote awareness of the Salem area's unique history through education, the preservation and exhibition of artifacts, and community involvement in the work of the Society. The society is a 501(c)(3) governed by a nine-member board of trustees and five officers.

The society's complex includes the Pearce House, the Schell House, the Meeting Room, Sprowl Garage and Freedom Hall, a replica of Liberty Hall. Permanent and periodic displays are in all buildings. The complex is open for tours May through October, and at other times as arranged. The gift shop is open two mornings a week and on special request. Tours for all third grade students are conducted annually.

The Salem Tourism Advisory Board was established by Salem City Council in 1993 and is appointed by the Mayor. The mission of the board is to create Salem as a destination place for tourists to visit for a day and to stay for a lifetime. Funding for activities comes from the local bed tax, which generates an average of \$10,000 annually. The board has been enthusiastic in seeking opportunities to promote Salem, and is more often limited by a lack of funds than a lack of ideas. Expanded revenue would enable the board to reach out to more people in new and different ways to share the Salem story.

The Design Review Board is established by Salem City Council and appointed by the Mayor. The mission of the board is to monitor renovations of historic buildings to ensure concurrence with design standards. The board has not met for several years. The board needs to be revitalized and made an active member of decision making across the community in determining use of historic properties.

It is important that all residents are well informed and knowledgeable about the heritage contained in the community, and to fully understand the valuable contribution historic properties make to present and future generations. Historic structures that can be preserved should be when they contribute to the economic viability of the community. Preserving and utilizing such structures strengthens the economic base of the community through new employment opportunities while providing the focal point for tourism and related business and services. Such viability improves the community's ability to retain existing businesses and encourages new businesses to locate in Salem.

## Salem Area Sustainable Comprehensive Plan Historic Properties and Built Environment

Currently underutilized historic properties need to be effectively renovated and restored to become viable contributors to the local economy. Such planned reuse of existing structures takes pressure off the need to sprawl that so often accompanies growth in any community, and which is just as often cited by local citizens as a negative rather than a positive attribute. Effective reuse of historic properties expands the tax base, bringing in additional revenues that can be used to maintain infrastructure and improve government services.

Accompanying this plan is a current zoning map and maps showing where identified historic properties are located, where rental units are clustered, and where historic districts are located. (See Exhibits I and II.) 67.9% of residences in Salem are owner-occupied and 32.1% are rental units. It is estimated that 69.3% of all residential units were built prior to 1950. More work is needed to fully identify historic properties, both commercial and residential, that are worthy of preservation, renovation and reuse.

While accomplishments to preserve historic properties to date are commendable, much needs to be done to assure that future development remains respectful of existing structures and areas that are potentially eligible for inclusion in new or existing historic districts, or on the national Register of Historic Places. At the same time, consequences of converting rural/farm lands adjacent to the city needs to be carefully evaluated and weighed against the added strains such development would place on the continued viability of units located within the downtown areas.

Other attributes that add significantly to the quality of life in Salem are the Butler Institute of American Art, the Salem Community Theatre, the Storybook Museum and the Salem Public Library. Each receives high praise from supporters for what they contribute to education and recreation.

The Larwen Council for the Arts was organized in 2003 to promote local artists, arts organizations and their events by working to increase the awareness of their existence in the community. Larwen's mission is to find new dynamic ways to grow the arts and the cultural life of Salem and its surrounding area. The council is a 501(c)(3) governed by an eleven-member board of trustees. Recognizing the value of culture to any community, the council seeks to promote all forms of cultural experience. The council is committed to working with other local entities such as those mentioned previously to better leverage the positive impact of events for everyone.

Funding resources are not sufficient to proceed with all the work that can already be identified throughout the community. City revenues have struggled in recent years to maintain basic services vital to the community.

Salem is not currently participating in the Ohio Community Investment Area program, which would provide tax incentives for investing in real property improvements. The program was created to promote the revitalization of areas where investment has been discouraged by offering property tax exemptions for any increased property valuation resulting from renovation or new construction.

Salem is fortunate to have the Salem Community Foundation, which has been generous to the community since 1966 helping to improve the quality of life in the community through special grants that support charitable, educational, scientific, literary, artistic, and civic efforts, as well as public safety, welfare, and recreational programs in Salem.

Organizations such as the Salem Preservation Society, the Salem Historical Society, the Salem Community Theatre, the Larwen Council for the Arts and the Storybook Museum are volunteer-operated and rely on continual local fundraising efforts for their meager and inadequate budgets. The Burchfield Homestead has been successful in obtaining grants that have eased the financial crunch temporarily. Fundraising remains an ongoing effort. The Butler Institute of American Art relies on annual grants from the Salem Community Foundation in order to keep its doors open for exhibits and art education programs.

## **Goals, Objectives and Indicators**

### **Goal 1: Historic Preservation – Encourage preservation and rehabilitation of buildings and structures of historic significance**

Objective 1: Determine buildings and areas of possible historic interest

- 1.1.1 Review existing inventory of buildings maintained by the Ohio Historic Preservation Office
- 1.1.2 Determine buildings or areas eligible for dedication as historic sites or buildings
- 1.1.3 Involve the Salem Preservation Society, the Salem Historical Society, and the Design Review Board in this review process

Objective 2: Encourage review of existing local government programs and support new legislation that leads to preservation of historic properties

- 1.2.1 Review and update the 1994 Central Business District Façade Improvement Program
- 1.2.2 Encourage the drafting and adoption of architectural standards that are then consistently applied and fairly enforced. See Ohio Historic Preservation Office Design Guidelines considerations at

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<http://www.ohiohistory.org/resource/histpres/yourtown/Designguide.html>

- 1.2.3 Involve the Salem Preservation, the Salem Historical Society, and the Design Review Board in this review process

Objective 3: Train individuals and organizations in the best means and methods most likely to secure historic designation

- 1.3.1 Seek collaborative opportunities with students from Youngstown State University, Kent State University and Jefferson Technical College to assist in researching potential properties
- 1.3.2 Coordinate training in the application and designation process from architectural and historic building expert such as the award-winning Sandvick Architects. Inc. firm of Cleveland, OH. (<http://www.sandvickarchitects.com/>)
- 1.3.3 Involve the Salem Preservation, the Salem Historical Society, and the Design Review Board in this review process

**Indicators:**

- Number of identified eligible sites and buildings
- Existence of legislation and standards
- Number of newly designated historic properties

**Goal 2: Funding Historic Preservation – Identify funding programs that support restoration or renovation of historic properties**

Objective 1: Determine available government funding opportunities

- 2.1.1 Place responsibility for identifying government funding under the Salem Economic Development Executive
- 2.1.2 Encourage city purchase of Foundation Center resource materials and ensure their availability to any individual or organization involved in grant seeking or grant writing. Web access is the preferred format. (<http://foundationcenter.org>)
- 2.1.3 Support efforts to gain Salem involvement in the Ohio Community Investment Program (<http://www.odod.state.oh.us/edd/cra/>)
- 2.1.4 Evaluate potential uses for Community Development Block Grant (<http://www.odod.state.oh.us/cdd/ohcp/cdp.htm>)
- 2.1.5 Monitor Sub. H.B. 149, Ohio State Rehabilitation Tax Credit, approved for FY2008 and FY2009. Rules and regulations are to be written in the spring of 2007. Applications are to be handled through the Ohio Historic Preservation Office. Projects include rehabilitation of an historic property individually listed on the

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national Register, contributing to a National Register District or designated as an historic landmark by a local government

- 2.1.6 Explore the feasibility of participating in the Progress Fund, a community development financial institution that creates jobs and improves communities by providing entrepreneurial coaching and capital to small businesses that build the economy while respecting the environment and reusing historic structures as they reinvigorate the traditional business district (<http://www.progressfund.org>)
- 2.1.7 Assist historic property owners in obtaining funding

**Indicators:**

- Amount of dollars flowing into the Salem area as a result of historic preservation efforts and projects

**Goal 3: Historic and Cultural Preservation – Discourage development that would be detrimental to the City’s historical and cultural sites and artifacts**

Objective 1: Minimize possible negative effects that new development could have on the existing historical structures in the community

- 3.1.1 Encourage the adaptive re-use of historic structures for business purposes
- 3.1.2 Require full documentation of historical sites or areas removed for new construction
- 3.1.3 Support continued studies on the economic impact of tourism for the community

Objective 2: Revitalize structures and open space in historic areas for quality development that complements historical sites

- 3.2.1 Support residential rehabilitation programs to transform deteriorating historic structures into viable, sound dwellings
- 3.2.2 Seek expertise from knowledgeable sources such as Sandvick Architects, Inc. to assist in identifying ways to incorporate current building codes into rehabilitation projects (<http://www.sandvickarchitects.com/>)
- 3.2.3 Encourage new construction on vacant residential property that enhances surrounding historic properties and blends together to create congruity within neighborhoods
- 3.2.4 Encourage officials in the consistent application and fair enforcement of maintenance codes

**Indicators:**

- Number of developments that compliment existing historic properties and sites
- Number of historic buildings adaptively reused for business purposes
- Number of historic properties improved/rehabbed

#### **Goal 4: Preservation Advocacy**

Objective 1: Obtain government support for preservation efforts

- 4.1.1 Encourage individual participation in organizations and on boards that focus on preservation
- 4.1.2 Learn the political landscape and establish relationships with decision makers at all levels
- 4.1.3 Invite elected officials and community leaders to participate in information sharing meetings
- 4.1.4 Assist in developing a simple and clear historic preservation message to share with government officials
- 4.1.5 Encourage membership participation in the election process.

Objective 2: Develop a marketing plan to raise awareness about historic properties

- 4.2.1 Cultivate a relationship with local media and provide high-quality, electronic data news items, press releases and reports, accompanied by supporting digital images on a regular basis
- 4.2.2 Work with editorial boards to explain the importance of preserving historic properties and ask for editorial support
- 4.2.3 Cultivate a relationship with broadcast media and develop local interest stories that will appeal to viewers. Provide speakers for local issues programming
- 4.2.4 Seek inclusion for preservation issues on appropriate websites, such as the City of Salem, Salem Historical Society, Salem Tourism Advisory Board, etc. Develop a Salem historic properties website with news and information, and links to other sites related to preservation of historic properties
- 4.2.5 Develop high-quality brochures highlighting the value of preserving significant historic properties, and include resources for additional information and guidance
- 4.2.6 Involve the Salem Tourism Advisory Board in this process

#### **Indicators:**

- Involvement of local government in promoting historic preservation
- Number of marketing materials and presentations regarding historic preservation

**Goal 5: Cultural Preservation – Raise awareness about the value of preserving the Salem area’s historic properties and cultural heritage; promote appreciation and knowledge of the arts and properties in the Salem area**

Objective 1: Strengthen the ability of existing arts and related organizations to expand opportunities for Salem area residents to participate in and enjoy the arts

- 5.1.1 Assist in securing adequate funding for arts organizations and cultural institutions
- 5.1.2 Promote the activities and events of the arts organizations and cultural institutions as widely as possible
- 5.1.3 Conduct a feasibility study for the development of a community performing arts center
- 5.1.4 Encourage and promote cooperation among Kent State Salem and local art organizations and cultural heritage institutions for education, training and programming
- 5.1.5 Encourage joint arts and cultural heritage programming among arts organizations, cultural institutions and local public and private schools, non-profit organizations and businesses

Objective 2: Coordinate local participation in the Northern Ohio Alliance for Response program made up of preservationists, conservators and cultural heritage experts. The program is to provide material assistance to cultural heritage institutions in responding to natural disasters, manmade catastrophes and acts of terrorism

- 5.2.1 Promote membership in the NOAR and encourage participation in educational and training programs and workshops as they are scheduled
- 5.2.2 Coordinate a local response team that can be quickly activated in the event of a disaster
- 5.2.3 Seek a central location and develop an emergency cache of supplies likely to be needed in a disaster, based on NOAR guidelines
- 5.2.4 Maintain a current list of service providers who can be quickly engaged to mediate a disaster and keep a small disaster from becoming a large disaster
- 5.2.5 Involve emergency response personnel in this process, including such agencies as the Columbiana County Emergency Management Agency, Salem Police Department, Perry Township Police



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Department, Salem Fire Department, and the Perry Fire  
Department

**Indicators:**

- Number of arts/cultural programs available to residents
- Amount of participation in arts/cultural programs by local residents
- Membership and participation in NOAR

**Goal 6: Find ways to support existing societies and organizations with both manpower and financial resources to achieve levels of human and financial capital sufficient to expand existing programs, develop new programs, and maintain programs dedicated to preserving the cultural heritage and historic properties of Salem**

6.1.1 Establish collaboration and resource sharing among existing historic organizations

**Indicators:**

- Amount of dollars supporting existing organizations
- Number of volunteers in existing organizations
- Number of programs supporting preservation of cultural heritage and historic properties

**Implementation Plan**

The following implementation plan outlines specific actions necessary to achieve the objective, individuals or agencies responsible for performing the action, and the timeframe for completion of the objective's achievement.

Progress should be evaluated on a regular basis to monitor forward movement towards full achievement of the objectives and goals, and to identify issues or problems requiring addressing to ensure that achievement of the objectives remains viable.

**Implementation Plan – Historic Properties and Built Environment**

<b>Goal 1: Historic Preservation – Encourage preservation and rehabilitation of buildings and structures of historic significance</b>				
<b>Objective 1: Determine buildings and areas of possible historic interest.</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1.1	Review existing inventory of buildings maintained by the Ohio Historic Preservation Office	a. Meet with Ohio Historic Preservation staff to review inventory of existing buildings	Representatives from the Design Review Board, Salem Historical Society & Salem Preservation Society	1 month from time of plan’s adoption
1.1.2	Determine buildings or areas eligible for dedication as historic sites or buildings	a. Review local tax records b. Review Ohio Historic Preservation Office c. Review Salem Preservation Society’s historic property inventory	Representatives from the Design Review Board, Salem Historical Society & Salem Preservation Society	6 months from time of plan’s adoption
1.1.3	Involve the Salem Preservation Society, the Salem Historical Society, and the Design Review Board in this review process	a. Bring representatives from these organizations together	Salem Area Chamber of Commerce	1 month from time of plan’s adoption
<b>Objective 2: Encourage review of existing local government programs and support new legislation that leads to preservation of historic properties</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.2.1	Review and update the 1994 Central Business District Façade Improvement Program	a. Widely distribute copies program documents b. Research and compile “Best Practices” from successful communities c. Update program guidelines and present proposal to Salem City Council	Representatives from the Design Review Board, Salem Historical Society, Salem Preservation Society & Salem City Council	6 months from time of plan’s adoption
1.2.2	Encourage the drafting and adoption of architectural standards that are then	a. Widely distribute guidelines and existing Ohio Historic	Representatives from the Design Review Board, Salem	9 months from time of

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	consistently applied and fairly enforced. See Ohio Historic Preservation Office Design Guidelines considerations at <a href="http://www.ohiohistory.org/resource/histpres/yourtown/Designguide.html">http://www.ohiohistory.org/resource/histpres/yourtown/Designguide.html</a>	Preservation Office Design Guidelines and local documents b. Conduct public forum to explain guidelines and increase awareness of importance of architectural standards c. Draft local architectural standards language to propose to Salem City Council	Historical Society, Salem Preservation Society, Salem Zoning Officer & Salem City Council	plan's adoption
1.2.3	Involve the Salem Preservation, the Salem Historical Society, and the Design Review Board in this review process	a. Bring representatives from these organizations together	Salem Area Chamber of Commerce	1 month from time of plan's adoption
<b>Objective 3: Train individuals and organizations in the best means and methods most likely to secure historic designation</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.3.1	Seek collaborative opportunities with students from Youngstown State University, Kent State University and Jefferson Technical College to assist in researching potential properties	a. Meet with appropriate representatives of each institution b. Develop proposal for collaborative opportunities and seek adoption by institutions involved c. Widely market approved programs	Representatives from the Design Review Board, Salem Historical Society & Salem Preservation Society	By the beginning of the next school year after plan's adoption
1.3.2	Coordinate training in the application and designation process from architectural and historic building expert such as the award-winning Sandvick Architects. Inc. firm of Cleveland, OH	a. Hold informational meeting with Sandvick Architects. Inc. b. Conduct two training programs c. Conduct review of draft	Salem Area Chamber of Commerce, Salem Preservation Society & Sandvick Architects. Inc.	6 months from time of plan's adoption

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	<a href="http://www.sandvickarchitects.com/">(http://www.sandvickarchitects.com/)</a>	applications program		
1.3.3	Involve the Salem Preservation, the Salem Historical Society, and the Design Review Board in this review process	a. Bring representatives from these organizations together	Salem Area Chamber of Commerce	1 month from time of plan's adoption
<b>Goal 2: Funding Historic Preservation – Identify funding programs that support restoration or renovation of historic properties</b>				
<b>Objective 1: Determine available government funding opportunities</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.1.1	Place responsibility for identifying government funding under the Salem Economic Development Executive	a. Write responsibility for identification of funding into job description b. Provide plans for historic restoration initiatives to Salem Economic Develop office c. Monitor success in identifying government funding needed to move these initiatives forward d. Prepare grant applications/requests for support as needed	Salem Preservation Society & Salem Economic Development Executive	Year 1
2.1.2	Encourage city purchase of Foundation Center resource materials and ensure their availability to any individual or organization involved in grant seeking or grant writing. Web access is the preferred format ( <a href="http://foundationcenter.org">http://foundationcenter.org</a> )	a. Research available materials and formats b. Draft purchase proposal c. Draft use guidelines d. Present proposal to Salem City Council	Design Review Board, Salem Historical Society, Salem Preservation Society & Salem Public Library	1 month from time of plan's adoption  6 months from time of plan's

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				adoption
2.1.3	Support efforts to gain Salem involvement in the Ohio Community Investment Program ( <a href="http://www.odod.state.oh.us/edd/cra/">http://www.odod.state.oh.us/edd/cra/</a> )	<ul style="list-style-type: none"> <li>a. Review Ohio Community Investment Program guidelines</li> <li>b. Promote Salem's involvement through media effort</li> <li>c. Presentation to Salem City Council seeking involvement</li> </ul>	Salem Area Chamber of Commerce & Salem Housing Officer	3 months from time of plan's adoption
2.1.4	Evaluate potential uses for Community Development Block Grant funds ( <a href="http://www.odod.state.oh.us/cdd/ohcp/cdp.htm">http://www.odod.state.oh.us/cdd/ohcp/cdp.htm</a> )	<ul style="list-style-type: none"> <li>a. Review CDBG guidelines</li> <li>b. Promote public awareness of program through media effort</li> </ul>	Salem Area Chamber of Commerce, Salem Preservation Society, Salem Service Dir. & Grants Administrator	Ongoing
2.1.5	Monitor Sub. H.B. 149, Ohio State Rehabilitation Tax Credit, approved for FY2008 and FY2009. Rules and regulations are to be written in the spring of 2007. Applications are to be handled through the Ohio Historic Preservation Office. Projects include rehabilitation of an historic property individually listed on the national Register, contributing to a National Register District or designated as an historic landmark by a local government	<ul style="list-style-type: none"> <li>a. Review legislation and its applicability in the Salem area</li> <li>b. Report to Salem City Council</li> <li>c. Promote public awareness of program through media effort</li> <li>d. Seek Salem City Council's designation of selected local properties as historic landmarks</li> </ul>	Salem Area Chamber of Commerce, Design Review Board & Salem Preservation Society	06/08-06/09
2.1.6	Explore the feasibility of participating in the Progress Fund, a community development financial institution that creates jobs and improves communities by providing entrepreneurial coaching and capital to small businesses that build the economy while respecting the environment and reusing	<ul style="list-style-type: none"> <li>a. Review program guidelines</li> <li>b. Conduct public forum to increase awareness</li> <li>c. Assist with application process</li> </ul>	Economic Development Officer, Salem Area Chamber of Commerce, Salem Tourism Advisory Board & Sandvick Architects. Inc.	Ongoing

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	historic structures as they reinvigorate the traditional business district ( <a href="http://www.progressfund.org">http://www.progressfund.org</a> )			
2.1.7	Assist historic property owners in obtaining funding	a. Conduct annual public forums b. Form plaqued homes and businesses support group	Salem Preservation Society	Ongoing
<b>Goal 3: Historic and Cultural Preservation – Discourage development that would be detrimental to the City’s historical and cultural sites and artifacts</b>				
<b>Objective 1: Minimize possible negative effects that new development could have on the existing historical structures in the community</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	
3.1.1	Encourage the adaptive re-use of historic structures for business purposes	a. Develop policies & procedures that encourage adaptive re-use b. Develop design standards c. City adopts	Design Review Board & Salem Preservation Society	Year 2
3.1.2	Require full documentation of historical sites or areas removed for new construction	a. Develop procedures for documentation b. Implement procedures as needed	Salem Preservation Society	Year 1
3.1.3	Support continued studies on the economic impact of tourism for the community	a. Identify sources of support and collaboration b. Conduct/support studies c. Share results	Salem Tourism Advisory Board	Year 2
<b>Objective 2: Revitalize structures and open space in historic areas for quality development that complements historical sites</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.2.1	Support residential rehabilitation programs to transform deteriorating historic structures into viable, sound dwellings	a. Support efforts of CDBG Consultant to rehabilitate historic dwellings	City of Salem & City CDBG Consultant	Year 1

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3.2.2	Seek expertise from knowledgeable sources such as Sandvick Architects, Inc. to assist in identifying ways to incorporate current building codes into rehabilitation projects. ( <a href="http://www.sandvickarchitects.com/">http://www.sandvickarchitects.com/</a> )	a. Sponsor half-day seminar conducted by Sandvick Architects. Inc. b. Hold public forum to increase awareness c. Propose language to Salem City Council regarding building codes and historic rehabilitation projects	Sandvick Architects. Inc., Salem Zoning Commission, Salem City Council, Design Review Board & Salem Preservation Society	6 months from time of plan's adoption
3.2.3	Encourage new construction on vacant residential property that enhances surrounding historic properties and blends together to create congruity within neighborhoods	a. Develop policies & procedures for new infill construction b. Develop design standards c. City adopts policies & standards	City of Salem, Salem Preservation Society & Design Review Board	Year 1
3.2.4	Encourage officials in the consistent application and fair enforcement of maintenance codes	a. Presentation to Salem City Council	Salem Area Chamber of Commerce, Design Review Board, Salem Preservation Society, Salem Tourism Advisory Board & Salem City Council	Year 1

**Goal 4: Preservation Advocacy**

**Objective 1: Obtain government support for preservation efforts**

	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.1.1	Encourage individual participation in organizations and on boards that focus on preservation	a. Compile and maintain current information about such organizations b. Conduct public awareness campaign: media, brochures, etc.	Salem Historical Society & Salem Preservation Society	Ongoing
4.1.2	Learn the political landscape and establish	a. Form Advocacy Committee	Salem Area Chamber of	Ongoing

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	relationships with decision makers at all levels		Commerce, Salem Historical Society, Salem Preservation Society & Salem City Council	
4.1.3	Invite elected officials and community leaders to participate in information sharing meetings	a. Hold public forums with elected officials to address issues b. Hold candidates events for exchange of information and views	Salem Area Chamber of Commerce	Ongoing
4.1.4	Assist in developing a simple and clear historic preservation message to share with government officials	a. Draft platform on preservation annually b. Annual visits to all state elected officials c. Coordinate efforts with other cities, communities and counties	Advocacy Committee & Salem Area Chamber of Commerce	Ongoing
4.1.5	Encourage membership participation in the election process	a. Gather information about candidates and issues b. Conduct public awareness campaign: media, brochures, etc.	Advocacy Committee & Salem Area Chamber of Commerce	Ongoing
<b>Objective 2: Develop a marketing plan to raise awareness about historic properties</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.2.1	Cultivate a relationship with local media and provide high-quality, electronic data news items, press releases and reports, accompanied by supporting digital images on a regular basis	a. Meet with print and broadcast media to explain issues b. Submit articles and camera ready graphics monthly c. Submit letters to the editor	Salem Historical Society & Salem Preservation Society	Ongoing
4.2.2	Work with editorial boards to explain the importance of preserving historic properties and ask for editorial support	a. Meet quarterly with editors to identify current legislative actions and to seek editorial	Salem Historical Society & Salem Preservation Society	Ongoing



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		support		
4.2.3	Cultivate a relationship with broadcast media and develop local interest stories that will appeal to viewers. Provide speakers for local issues programming	a. Meet annually with broadcast news departments b. Organize quarterly "spots", different ones for each media c. Develop speakers bureau of presenters and topics	Salem Historical Society & Salem Preservation Society	Ongoing
4.2.4	Seek inclusion for preservation issues on appropriate websites, such as the City of Salem, Salem Historical Society, Salem Tourism Advisory Board, etc. Develop a Salem historic properties website with news and information, and links to other sites related to preservation of historic properties	a. Create high-quality web pages to include on sites b. Monitor and maintain links to other sites and provide them to sites for inclusion c. Create current news and issues page d. Create FAQ on preservation and rehabilitation	Salem Historical Society & Salem Preservation Society	Ongoing
4.2.5	Develop high-quality brochures highlighting the value of preserving significant historic properties, and include resources for additional information and guidance	a. Current historical sites, updated annually b. How to become a designated historic site, updated annually c. Steps to preserving, updated annually d. Where to find funding, updated annually	Salem Historical Society & Salem Preservation Society	Ongoing
4.2.6	Involve the Salem Tourism Advisory Board in this process	a. Monthly updates to Salem Tourism Advisory Board on issues, events, programs, funding	Salem Historical Society & Salem Preservation Society	Ongoing

**Goal 5: Cultural Preservation – Raise awareness about the value of preserving the Salem area’s historic properties**

<b>and cultural heritage; promote appreciation and knowledge of the arts in the Salem area</b>				
<b>Objective 1: Strengthen the ability of existing arts and related organizations to expand opportunities for Salem area residents to participate in and enjoy the arts</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.1.1	Assist in securing adequate funding for arts organizations and cultural institutions			
5.1.2	Promote the activities and events of the arts organizations and cultural institutions as widely as possible	a. Create and produce unified, current calendar of events, opportunities, etc	Salem Tourism Advisory Board & Larwen Council for the Arts	Ongoing
5.1.3	Conduct a feasibility study for the development of a community performing arts center		Salem Tourism Advisory Board, Larwen Council for the Arts & Salem City Council	Ongoing
5.1.4	Encourage and promote cooperation among Kent State Salem and local art organizations and cultural heritage institutions for education, training and programming	a. Convene quarterly meetings to plan coordinated activities b. Develop pool of volunteers to assist with local arrangements, marketing and promotion, etc.	Larwen Council for the Arts	Ongoing
5.1.5	Encourage joint arts and cultural heritage programming among arts organizations, cultural institutions and local public and private schools, non-profit organizations and businesses			Ongoing
<b>Objective 2: Coordinate local participation in the Northern Ohio Alliance for Response program made up of preservationists, conservators and cultural heritage experts. The program is to provide material assistance to cultural heritage institutions in responding to natural disasters, manmade catastrophes and acts of terrorism</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
5.2.1	Promote membership in the NOAR and encourage participation in educational and training programs and workshops as they are scheduled	a. Seek City of Salem membership in NOAR b. Provide paid registration fees and travel expenses for	Salem Area Chamber of Commerce & Salem City Council	Ongoing

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		participants c. Develop speakers bureau of presenters and topics d. Host regional meeting		
5.2.2	Coordinate a local response team that can be quickly activated in the event of a disaster	a. Develop Calling Tree b. Develop Command Tree	Salem Area Chamber of Commerce, Salem City Council, Salem Historical Society, Salem Preservation Society & Columbiana County Emergency Management Agency	Ongoing
5.2.3	Seek a central location and develop an emergency cache of supplies likely to be needed in a disaster, based on NOAR guidelines	a. Provide a free-standing kiosk or locker b. Draft and adopt usage rules and guidelines c. Promote cache to all cultural heritage institutions	Salem Area Chamber of Commerce & Salem City Council	Ongoing
5.2.4	Maintain a current list of service providers who can be quickly engaged to mediate a disaster and keep a small disaster from becoming a large disaster	a. Publish current list in print and on web b. Provide to all cultural heritage institutions annually	Salem Area Chamber of Commerce	Ongoing
5.2.5	Involve emergency response personnel in this process, including such agencies as the Columbiana County Emergency Management Agency, Salem Police Department, Perry Township Police Department, Salem Fire Department, and the Perry Fire Department	a. Form SAAR (Salem Area Alliance for Response) comprised of these agencies	Salem Area Chamber of Commerce	Ongoing
<b>Goal 6: Find ways to support existing societies and organizations with both manpower and financial resources to achieve levels of human and financial capital sufficient to expand existing programs, develop new programs, and maintain programs dedicated to preserving the cultural heritage and historic properties of Salem</b>				
6.1.1	Establish collaboration and resource sharing	a. Convene meeting of all	Salem Preservation Society &	Year 2

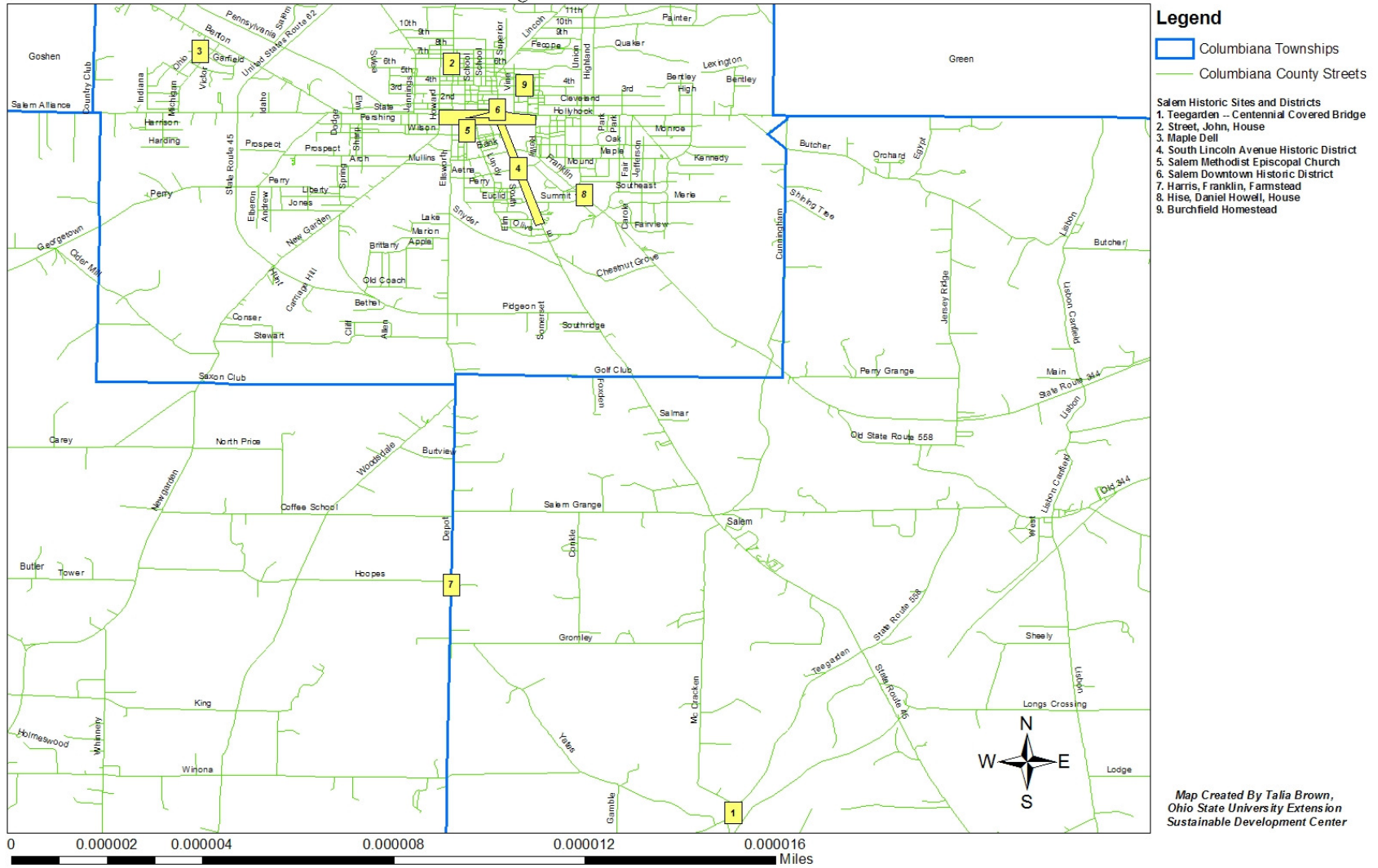
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	among existing historic organizations	interested parties b. Conduct strategic planning process to determine shared goals and identify sources/uses of resources	Salem Historical Society	
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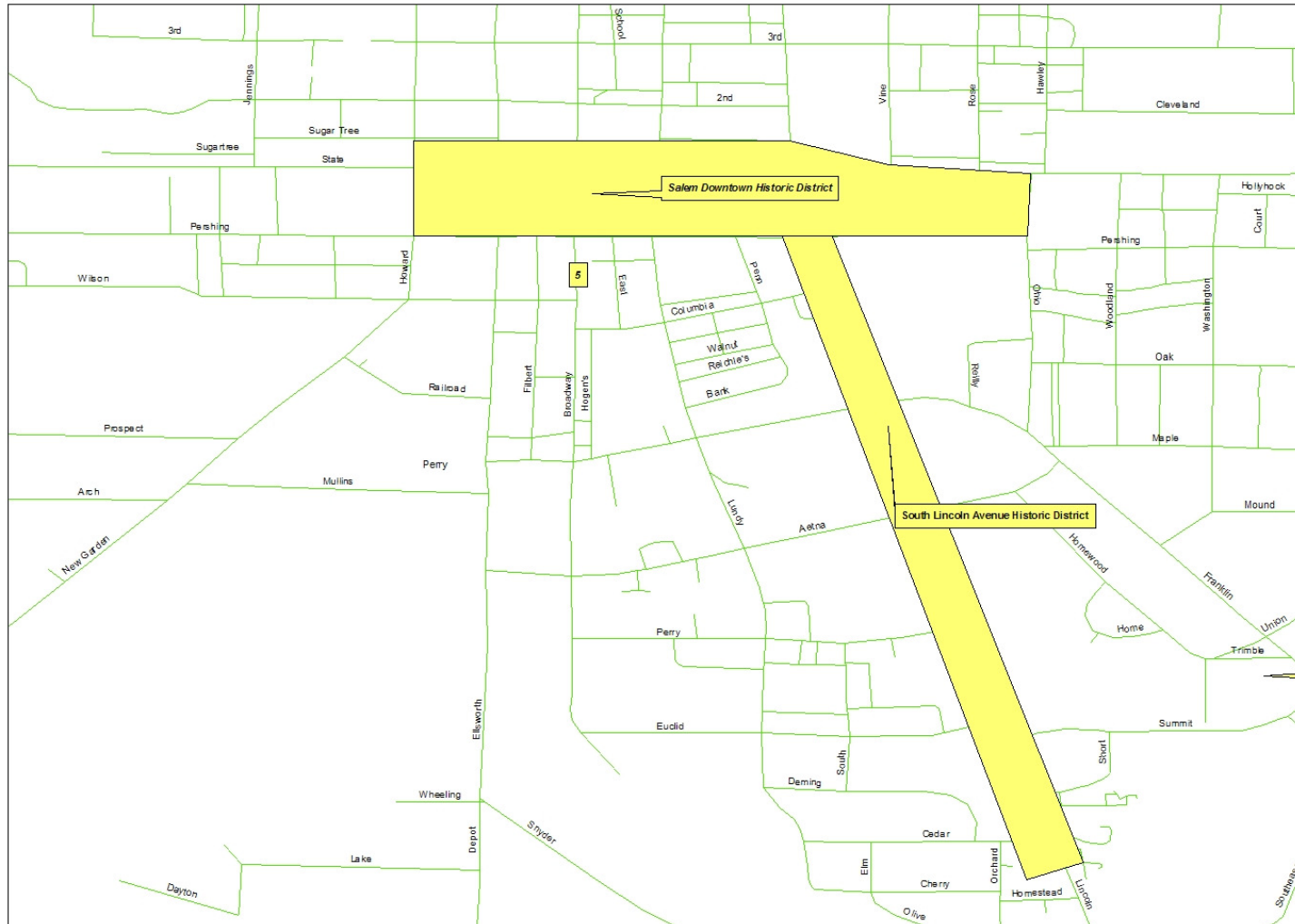
Exhibit I

Salem, Ohio -- Registered Historic Sites



## Exhibit II

Downtown Salem Historic Districts



- Salem Historic Sites and Districts
1. Teegarden – Centennial Covered Bridge
  2. Street, John, House
  3. Maple Dell
  4. South Lincoln Avenue Historic District
  5. Salem Methodist Episcopal Church
  6. Salem Downtown Historic District
  7. Harris, Franklin, Farmstead
  8. Hise, Daniel Howell, House
  9. Burchfield Homestead

Map Created By Talia Brown, Ohio State University Extension Sustainable Development Center

## Housing

### Summary

The Salem area's visioning process identified that residents value the small town closeness of their community and its neighborhoods. They appreciate the affordability of the Salem community, particularly in the area of housing options. They hope that they will be able to age in place by having access to affordable, senior appropriate housing options, and they also hope that their children will be able to return to Salem and find suitable housing to raise their own children. Opportunities for rental housing for lower income Salem residents is a need that should be addressed as are the increasing numbers of vacant, deteriorating dwellings. Salem residents want to see their neighborhoods preserved, their historic properties and districts valued, and a widening variety of housing for all income and family types available.

Data and information for the Housing section of the Comprehensive Plan has been gathered from a variety of sources including community brainstorming sessions, key informant interviews, surveys (web and paper) and secondary source research.

### Planning Issues

Planning issues for the Salem area include:

- Homeownership: financial budgeting knowledge, money management issues, maintenance requirements, and other homeownership factors impact upon resident's abilities to purchase and successfully continue to own a home. This has led to an increase in deteriorating and abandoned houses. Salem has been hit hard with the recent trend toward increasing foreclosures, and these are occurring throughout the city, in all income level neighborhoods.
- Demographic changes: Salem's population is growing older, requiring the need for scaled down and appropriate housing choices for all income ranges.
- Wide range of housing choices: Decent, safe and sanitary housing should be available in a wide range of prices as well as types to meet the needs of diverse income levels and household types.
- Housing's Role in Economic Development: Salem may seek to benefit from the attraction of retired persons back to the community, necessitating the need for more upscale housing appropriate for retirees. Upscale housing is also a critical component of Salem's quality of life, which in turn

determines Salem’s attractiveness as a place to live for entrepreneurs and locally employed professionals.

### Existing Conditions and Trends

Salem’s housing market is affordable. While housing units are generally older, vacancy rates are lower than the national average and housing appreciation has seen a slight increase. The median home is valued at \$117,500, and home appreciation in the last year was under 5%. In comparison, the median home price for the US in 2007 was higher at \$217,200 and the appreciation rate was 9.80%. Salem’s housing is older than the national average at 52 years, compared to 27 years for the US. The renter occupied-owner occupied ratio indicates a somewhat higher percentage than the national average, but comparable with many Ohio communities. Renters make up almost 32% of the housing market in Salem, while only 21.45% of the US market. Salem’s vacancy rate, at 6.27%, is much lower than the national average of 14.48%.

Source: Sperling’s Best Places  
<http://www.bestplaces.net>

Foreclosures continue to be a problem for the Salem area as well as for the entire state of Ohio. In June of 2008 there were 309 homes for sale, 25 of which were in foreclosure.

Listing Type	Number	Median Price	Price Change from May
Homes for Sale	309	\$99,900	0.0%
New Homes	0	n/a	n/a
Foreclosures	25	\$30,000	0.0%

The Salem area has a very good of housing options for older residents, and there are many subdivisions that offer new housing opportunities. With the community’s population growing older, these housing options will enable residents to age in their community. There is a shortage of lower income rental housing that should be addressed through this plan, and community residents are concerned about the increase in vacant and blighted housing and its impact upon Salem’s established residential neighborhoods.

### I. Condominiums



Salem Area Sustainable Comprehensive Plan  
Housing

There are a wide range of condominium opportunities for Salem area residents in a wide range of price per unit.

<b>Name</b>	<b>Avg. Price/Unit</b>	<b># of Units</b>	<b>Vacancy Rates</b>	<b>Location</b>
Foxden	\$160,000	7	0	Foxden (off of S. Lincoln)
Highland Creek	\$150,000 - \$160,000	76	1%	S. Lincoln Ave. (across from Salem Golf Club)
Crestwood	\$75,000	10	10%	E. 10 <sup>th</sup> St. (off of N. Lincoln)
Greenbriar	\$90,000	11	0	Superior (off of N. Lincoln)
Mid-Town	\$50,000	6	2%	Corner of Lundy & 4 <sup>th</sup> St.
Windsor Square	\$90,000 - \$100,000	12	8%	Hawley Ave. (off of E. State St.)
Quaker Square	\$45,000	15	7%	Ohio Ave. (off of E. State St.)
Cambridge Square	\$50,000	40	6%	South Lincoln Ave.
Coventry	\$50,000	5	20%	South Lincoln Ave.
Cedar Ridge	\$100,000	2	0	Cedar Ridge (off S. E. Blvd.)
Seven Oaks	\$90,000 - \$100,000	19	5%	Maple St. (1900 block)
Edgeview	\$75,000	4	0	Monroe (off S. E. Blvd.)
Continental	\$60,000	6	2%	
Stone Mill	\$100,000	26	8%	South Lincoln Ave.
Villas at Bricker Farms	\$165,000	20 built 37 total	30%	N. Lincoln Ave (Orchard Bend)
Pembroke	\$80,000	120	2%	S. Lincoln Ave.
Meadows	\$60,000	11	10%	S. Lincoln Ave. (corner of SR 45 bypass)

Typically, one or two units are for sale in each of these condominium complexes, so there are available units usually available in a variety of price ranges. The Stone Mill development off Lincoln is comprised of manufactured units, while the rest of the developments have been constructed on site. In terms of new condominium housing, the Villa at Bricker Farms is currently expanding beyond its current number of units (20 built) to a total of 37 units. These condominiums provide housing for Salem's older residents. They help to create housing churn, making single family housing available for younger and/or

new residents. Condominiums in the higher price range also offer a good opportunity to pursue the economic strategy of attracting retirees back to the Salem area.

## II. Residential Development Land

The Salem area has a variety of subdivisions with available lots in various price ranges for middle and upper end residential housing. The following subdivisions provide vacant land for single family housing and condominiums:

<b>Development Name</b>	<b>Price per Lot/ Lot Size</b>	<b>Total # of Lots</b>	<b># Lots Avail.</b>	<b>Average House Price</b>	<b>Location</b>
Stone Castle	\$110,000 2 acres	17	8	\$450,000	N. Lincoln – E. 11 <sup>th</sup> (Western Reserve – Pearce Circle)
Pearce Circle	\$60,000 .5 acre		4	\$350,000	Same as above
Bricker Farms	\$25,000			\$145,000	North of Salem – Shady Lane – Orchard Bend
Edgewood Dr.	\$30,000- \$35,000 .5 acre	9	8	\$180,000	E. off of Southeast Blvd.
Winona Road	\$35,000 1 acre (no utilities)	Not started yet			South of Salem
Beechwood	\$25,000 .5 acre		3	\$140,000	North of Salem – Goshen Rd. - Beechwood
Shamrock	\$30,000 .75 acre		1	\$250,000	N. of Salem – Pine Lake Rd. - Shamrock
Bricker Land	Not yet developed	30	30		Brookview Manor

## III. Existing Single Family Housing Stock

The Salem area has very few starter homes in the \$110,000 - \$125,000 range. There are also few existing upscale homes in the \$200,000 range.

Foreclosures: during the months of October and November, 2007, there were 15 homes in the Salem area being sold as foreclosures. These houses ranged widely

in price with \$13,334 at the low end, and \$239,000 at the high end. The average price for foreclosure properties was \$48,149. (source: Yahoo Real Estate, <http://realestate.yahoo.com/Ohio/Salem>)

As of June 2008 there were 309 homes for sale in the Salem area with a median price of \$99,900.

#### **IV. Housing and Zoning Regulations:**

The city has adequate housing and zoning regulations in place to protect the well being and quality of life of Salem residents. The housing workgroup compared these regulations with model regulations obtained from the City of Hudson, Ohio and found Salem's to be substantially comparable.

Adequate housing standards and nuisance abatement procedures are in place. Enforcement of these procedures would address the issue of scattered deteriorating housing that is occurring in neighborhoods throughout the city. Addressing this deteriorating housing is crucial to stabilizing neighborhoods.

#### **V. Housing Programs for Low and Moderate Income Residents:**

The City of Salem has a comprehensive plan in place that addresses the varied housing needs of low and moderate income families and individuals. This initiative has been in place since date and is known as the Comprehensive Housing Improvement Program (CHIP). Five investment areas of the city have been identified because of their resident's income levels. They include:

- East Pershing Target Area
- East Third/Vine Street Target Area
- South Lundy Target Area
- North Ellsworth Target Area
- South Lincoln Strategy Area

The CHIP program implements a coordinated variety of strategies in each of these Target Areas that are designed to improve housing, reduce blight, improve infrastructure, and stabilize neighborhoods from deterioration. Specific strategies include:

1. Infrastructure improvements: curb, sidewalk, street improvement and construction and handicapped accessibility improvements in target areas. The city uses Capital Improvement funds for streets and CDBG grant funds are used for sidewalks, curbs and handicapped accessibility improvements.

2. Assistance for homeless residents throughout the City by the Columbiana County Continuum of Care and Columbiana Metropolitan Housing Authority, including the provision of housing vouchers for most at-risk populations
3. Employment opportunities: attraction of businesses to Salem using the City's Revolving Loan Fund, Columbiana County's Mini-Loan Fund Program, and the CDBG Economic Development Program
4. Special needs populations: 20% of Salem's residents over age 5 had some type of disability; 1,284 or 12% had a physical disability. Accessibility improvements for dwellings occupied by elderly are a program target, enabling the elderly residents to continue to live in their homes.
5. Rehabilitation of owner-occupied housing: provide financial assistance through grants to home owners to correct deficiencies, eliminate health and safety concerns (such as lead based paint)and, if rehab is not possible and if funds are available, replace an owner occupied dwelling unit with a manufactured or stick built home.
6. Enable home ownership: provide down payment assistance for families moving from rental situations to home ownership. Follow-up rehabilitation assistance is also provided.
7. Home buyer counseling: provide a 40 hour home ownership counseling program in concert with other CHIP strategies.
8. Tenant based rental assistance: provide monthly subsidies for landlords with eligible tenants to reduce the tenant's rent to within affordable limits.
9. New construction in partnership with Habitat for Humanity: construct the foundations of homes with Habitat constructing the remainder of the dwelling.
10. Rental rehabilitation: assistance to landlords to pay for a portion of comprehensive rehabilitation of rental properties occupied by eligible tenants.

Source: Marshall Bleckman, Bleckman and Associates, Inc. (City's CDBG, CHIP/CHIS Consultant)

## **VI. Home Ownership and Foreclosure Assistance**

With the recent growth in foreclosures brought on by the nationwide mortgage crisis, the Salem area has seen a growth in the number of homeowners who are at risk financially. As of June 2008, there were 25 homes in foreclosure in the City of Salem, and the median price of these homes was \$30,000. Overall, there were 212 homes for sale as of the same date, a 2.2% increase from the previous month (May, 2008). The median price of these homes was \$117,500.

Homeownership assistance and training for potential homeowners is available from the National Association of Realtors, [realtor.org](http://realtor.org), and NeighborWorks Center for Homeownership; Education and Counseling – Consumer Home Buying Guides, at the following web site:

<http://www.nw.org/network/training/homeownership/Homebuyingguides.asp>

Also, the CHIP Housing Counseling Programs provide homeownership and foreclosure avoidance training that could be explored for possible implementation in the City of Salem.

## **VII. Future Housing for Kent State University Salem Students**

KSU-Salem is considering the possibility of identifying strategies designed to provide housing for students. Student-appropriate housing is not currently available in close proximity to campus. The City of Salem is interested in exploring the possibility of developing student housing in the city itself, with the advantage of students gaining easy accessibility to shopping and services. Issues of transportation the three miles from the City to Campus would need to be addressed, with possible consideration of alternative forms of transportation including bike paths, sidewalks and/or public transportation. Also, KSU-Salem has discussed the possibility of identifying private developers to collaborate with on the provision of student housing at a site contiguous or near to campus. If there is mutual interest on the City, KSU-Salem and/or a developer's part, and if this initiative continues to fit with KSU-Salem's long range plans, this collaboration should be discussed further.

### **Goals, Objectives, Strategies and Indicators**

#### **Goal 1: The Salem area has wide variety of housing types and opportunities that meet the current and future needs of existing and potential residents**

Objective 1: Develop a comprehensive housing plan that will address the Salem area's existing and future needs

- 1.1.1 The city and township will conduct an inventory of existing housing opportunities available in the Salem area to determine the type and condition of existing housing stock and availability of residential development land
- 1.1.2 The city, township and appropriate economic development groups will project future housing needs, taking into consideration economic development strategies such as attraction of retirees, professionals, and entrepreneurs

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- 1.1.3 The city and township will identify existing and project future needs for the provision of affordable housing in a wide range of types and income levels
- 1.1.4 The city and township will develop a plan to meet projected gaps in housing needs:
  - 1) of all types and in all income levels, and
  - 2) housing needs to support economic development strategies
- 1.1.5 Facilitate an annual coordination meeting among housing officials, CHIS representatives, economic development organizations and city and township representatives to review housing needs and determine if goals are being met

Objective 2: Support housing programs and strategies for low and moderate income residents

- 1.2.1 Continue to support and further the housing improvement and neighborhood stabilization efforts of the CHIP program
- 1.2.2 Identify and seek federal and state funds through the Ohio Department of Development and U.S. Department of housing and Urban Development in support of housing and neighborhood infrastructure efforts
- 1.2.3 Partner with Habitat for Humanity to increase the number of new, affordable owner occupied housing units available for low and moderate income residents
- 1.2.4 Expand the availability of affordable rental housing opportunities

Objective 3: Improve existing housing stock and increase home ownership to insure neighborhood stabilization

- 1.3.1 Enforce city's existing housing standards and zoning regulations to improve or eliminate substandard and vacant housing
- 1.3.2 Encourage successful home ownership by providing counseling and home purchase assistance program
- 1.3.3 Seek expanded partnerships with private developers and organizations such as Habitat for Humanity and Joint Vocational School to accomplish the rehabilitation and resale of foreclosed properties

### **Indicators**

- Existence of up to date housing inventory for Salem area
- Number of substandard dwellings
- Vacancy rate for single family housing
- Number of residents participating in homeownership counseling programs

- Number of residents purchasing home for first time
- Salem area population growth
- Variety in housing mix

**Goal 2: The Salem area neighborhoods are well maintained, safe, and protective of historic districts and properties**

Objective 1: Encourage neighborhood-level planning that identifies key needs and historic structures

- 2.1.1 Develop strategies to guide investments to address key needs and the preservation of historic structures and districts
- 2.1.2 Target the use of government funding to stressed and historic neighborhoods to provide for infrastructure improvements, parks, and housing rehabilitation
- 2.1.3 Collaborate with historic groups in the Salem area to insure that properties are being preserved and districts are well maintained

Objective 2: Maintain safe neighborhoods

- 2.2.1 Develop Neighborhood Watch Programs in Salem area neighborhoods
- 2.2.2 Develop neighborhood initiatives, such as block programs, that will help to develop a sense of community among residents

Objective 3: Integrate walkable and bikeable infrastructure into the Salem area's shopping, residential and community facilities

- 2.3.1 Identify opportunities to expand bikepaths throughout Salem and the township in order to provide recreational and alternative transportation resources
- 2.3.2 Develop sidewalk networks throughout the city that enhance walkability to connect schools, shopping, community facilities (parks, for example) and neighborhoods

**Indicators**

- Existence of neighborhood plans
- Number of neighborhood watch groups
- Number of neighborhood programs/initiatives for residents
- Number of historic properties that are preserved
- Number of historic districts that are well maintained
- Amount of investment in historic districts
- Amount of investment low income neighborhoods

- Neighborhood crime statistics

**Goal 3: Kent State University Salem students will have access to convenient and appropriate housing**

Objective 1: Support KSU-Salem in their interest to identify strategies to encourage the development of student housing

3.1.1 Collaborative partnerships and a strategy plan will be developed to consider possible options, concurrence with KSU-Salem's long range plans, possible sites, city interest and developer availability

**Indicators**

- Number of KSU-Salem students who are able to find suitable, convenient housing

**Goal 4: Salem's Land Use Plan and Building Standards Promote Quality in Housing and Neighborhoods**

Objective 1: Salem's zoning plan supports neighborhood stabilization

4.1.1 Property owners are encouraged to maintain their residential properties

4.1.2 The City pursues the disposition of blighted properties in accordance with appropriate zoning laws

**Indicators**

- Number of dwellings that meet quality building standards
- Number of blighted structures in Salem



**Implementation Plan –**

<b>Goal 1: The Salem area has wide variety of housing types and opportunities that meet the needs of existing and potential residents</b>				
<b>Objective 1: Develop a comprehensive housing plan that will address the Salem area’s existing and future needs</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.1.1	The city and township will conduct an inventory of existing housing opportunities available in the Salem area to determine the type and condition of existing housing stock and availability of residential development land	a. Create Housing Planning Committee b. Conduct inventory of existing housing c. Share results with key groups and individuals	Chamber of Commerce, City of Salem & Perry Township	Years 1-2
1.1.2	The city, township and appropriate economic development groups will project future housing needs, taking into consideration economic development strategies such as attraction of retirees, professionals, and entrepreneurs	a. Create a Housing Planning Committee b. Identify housing needs to support Salem area’s economic development goals c. Develop housing strategies to further these goals	Chamber of Commerce, City of Salem & Perry Township	Year 2
1.1.3	The city and township will identify existing and project future needs for the provision of affordable housing in a wide range of types and income levels	a. Create a Housing Planning Committee b. Develop a plan to provide affordable housing	Chamber of Commerce, City of Salem & Perry Township	Year 2
1.1.4	The city and township will develop a plan to meet projected gaps in housing needs: 1) of all types and in all income levels, and 2) housing needs to support economic development strategies	a. Housing Planning Committee will write the plan with strategies to address gaps b. Identify funding sources to meet needs	Chamber of Commerce, City of Salem & Perry Township	Year 2
1.1.5	Facilitate an annual coordination meeting among housing	a. Identify appropriate bodies	Housing	Year 3

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	officials, CHIS representatives, economic development organizations and city and township representatives to review housing needs and determine if goals are being met	for participation b. Design and conduct meeting c. Undertake follow-up activities	Planning Committee	
<b>Objective 2: Support housing programs and strategies for low and moderate income residents</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.2.1	Continue to support and further the housing improvement and neighborhood stabilization efforts of the CHIP/CHIS program	a. Seek funding to continue housing efforts through the CHIP b. Identify neighborhoods in need of revitalization c. Apply City resources to improve infrastructure in these target neighborhoods	City of Salem & City CDBG Housing Consultant	Year 1
1.2.2	Identify and seek federal and state funds through the Ohio Department of Development and U.S. Department of housing and Urban Development in support of housing and neighborhood infrastructure efforts	a. Analyze and identify gaps between housing needs and housing availability b. Seek appropriate funding sources to address these housing gaps	City of Salem & City CDBG Housing Consultant	Year 2
1.2.3	Partner with Habitat for Humanity to increase the number of new, affordable owner occupied housing units available for low and moderate income residents	a. Develop collaborative partnership with Habitat to increase the number of Habitat homes constructed each year b. Seek increased private and public funding to help support the increase in annual housing	City of Salem & Habitat for Humanity	Year 2

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		<p>construction</p> <p>c. Work with banks under their CRA requirements to support Habitat (and other) housing</p> <p>d. Identify target sites for the development of this new housing throughout the City</p> <p>e. Provide homeownership and financial management to Habitat clientele</p> <p>f. Celebrate the successes of the Habitat program</p>		
1.2.4	Expand the availability of affordable rental housing opportunities	<p>a. Assess current rental housing in the Salem Area</p> <p>b. Expand existing programs for rental assistance</p> <p>c. Identify developers to construct new affordable rental housing in Salem Area</p>	City of Salem & City Housing CDBG Consultant	Year 3
<b>Objective 3: Improve existing housing stock and increase home ownership to insure neighborhood stabilization</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
1.3.1	Enforce city's existing housing standards and zoning regulations to improve or eliminate substandard and vacant housing	<p>a. Review existing standards and regulations</p> <p>b. Identify best practices in other communities</p> <p>c. Revise standards and regulations as needed</p>	City Housing Inspector & City Council	Year 3
1.3.2	Encourage successful home ownership by providing	a. Identify	City of Salem	Year 1

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	counseling and home purchase assistance program	programs/organizations providing housing counseling b. Partner with these programs/organizations to secure counseling services c. Promote availability of counseling community-wide		
1.3.3	Seek expanded partnerships with private developers and organizations such as Habitat for Humanity and Joint Vocational School to accomplish the rehabilitation and resale of foreclosed properties	a. Identify organizations and developers b. Meet with entities to identify areas of collaboration c. Develop partnerships	City of Salem	Year 2
<b>Goal 2: The Salem area neighborhoods are well maintained, safe, and protective of historic districts and properties.</b>				
<b>Objective 1: Encourage neighborhood-level planning that identifies key needs and historic structures</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.1.1	Develop strategies to guide investments to address key needs and the preservation of historic structures and districts	a. Identify best practices from other communities b. Develop strategies c. Present to city for consideration	Salem Historical Society	Year 2
2.1.2	Target the use of government funding to stressed and historic neighborhoods to provide for infrastructure improvements, parks, and housing rehabilitation	a. Identify funding sources b. Seek funding for neighborhood initiative	City of Salem & City CDBG Housing Consultant	Years 1-2
2.1.3	Collaborate with historic groups in the Salem area to insure that properties are being preserved and districts are well maintained	a. Convene meeting between city and historic group to discuss expectations b. Develop collaborations to	City of Salem	Year 2

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		address concerns c. Monitor progress on an annual basis		
<b>Objective 2: Maintain safe neighborhoods</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.2.1	Develop Neighborhood Watch Programs in Salem area neighborhoods	a. Research programs in other communities for best practices b. Identify receptive neighborhood to pilot program c. Implement program d. Evaluate success e. Expand program to other neighborhoods as interest allows	Salem City Police	Year 2
2.2.2	Develop neighborhood initiatives, such as block programs, that will help to develop a sense of community among residents	a. Identify receptive neighborhoods b. Gather best practices from other communities c. Plan and implement block program in one pilot neighborhood d. Evaluate success e. Expand to other neighborhoods as interest allows	Salem City Police	Year 3
<b>Objective 3: Integrate walkable and bikeable infrastructure into the Salem area's shopping, residential and community facilities</b>				

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	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
2.3.1	Identify opportunities to expand bikepaths throughout Salem and the township in order to provide recreational and alternative transportation resources	<ul style="list-style-type: none"> <li>a. Develop a bike path plan for the Salem area</li> <li>b. Explore connection with the regional bike path networks at Leetonia</li> <li>c. Establish a volunteer organization of bicycle users who will promote biking in the Salem area</li> <li>d. Develop a plan for bike related events in the Salem area</li> <li>e. Consider construction of a bike path to the KSU-Salem campus to encourage student access to City services, shopping and resources</li> </ul>	City of Salem, Parks & Recreation, Bike path organizations & KSU-Salem	Year 2
2.3.2	Develop sidewalk networks throughout the city that enhance walkability to connect schools, shopping, community facilities (parks, for example) and neighborhoods	<ul style="list-style-type: none"> <li>a. Identify areas of the city that are in need of sidewalk improvements; existing areas, new growth areas, etc.</li> <li>b. Identify sources of assistance (city revenues), public entities</li> <li>c. Develop a multi year sidewalk development plan</li> </ul>	City of Salem	Year 2
<b>Goal 3: Kent State University Salem students will have access to convenient and appropriate housing</b>				

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<b>Objective 1: Support KSU-Salem in their interest to identify strategies to encourage the development of student housing</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
3.1.1	Collaborative partnerships and a strategy plan will be developed to consider possible options, concurrence with KSU-Salem’s long range plans, possible sites, city interest and developer availability	a. Chamber of Commerce will enter into discussions with KSU-Salem to consider possible approaches to student housing b. Developers will be identified c. Plans will be developed if there is interest	Chamber of Commerce, City of Salem & KSU-Salem	Years 3-5
<b>Goal 4: Salem’s Comprehensive Plan and Building Standards Promote Quality in Housing and Neighborhoods</b>				
<b>Objective 1: Salem’s zoning plan supports neighborhood stabilization</b>				
	<b>Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.1.1	Property owners are encouraged to maintain their residential properties	a. the City’s zoning plan is posted on the web site b. The City Council conducts semi-annual public forums on housing in Salem, including such topics as Building Standards, zoning regulations, beautification, landscaping and home maintenance	City of Salem & OSU Extension Master Gardeners Program	Year 1
4.1.2	The City pursues the disposition of blighted properties in accordance with appropriate zoning laws	a. Blighted properties are identified and inventoried b. Property owners are encouraged to improve	City of Salem, & Zoning Inspector & City Prosecutor	Year 1

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		properties within a given period of time c. If properties are not improved or demolished, the case is turned over to the City Prosecutor for disposition in accordance with City codes		
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## **Recommendations for the Salem Area**

### **Ohio State University Extension Sustainable Development Initiative Team**

It is often said that the most important part of a plan is the planning process itself. This sentiment refers to the importance of the learning that takes place, the leadership that emerges, and the partnerships established through those participating in the development of community plans. This statement certainly applies to the preparation of the Salem Area Sustainable Comprehensive Plan. The unique strength of the Salem Area's plan is the participation of Salem area residents, community leaders, elected officials from both the City and Perry Township, and city departmental heads and staff. The expertise and commitment of these individuals resulted in the creation of each item in this plan. The interaction that occurred in the many Steering Committee meetings and Workgroup sessions integrated the future desires of the community with the expertise and problem solving abilities of involved volunteers.

The implementation of this plan will be enhanced if there continues to be a commitment to shared leadership and collaboration among city and township officials, community organizations and groups and engaged residents in implementing the comprehensive plan. The following recommendations presented by the Ohio State University Extension Team are intended to encourage the initiation of follow-up structures and participation that insures the expertise and knowledge necessary to implement strategies and action steps. The Extension Team's recommendations are therefore presented as a guide to help community leaders think through the best method to organize to gain the expertise and knowledge which is so necessary to move Salem's plan forward.

The immediate task before the city leaders and community following the adoption of this comprehensive plan by the Salem City Council is to establish the supportive structures and standards that will implement the plan. Community leaders are encouraged to move forward the following key initiatives:

- Develop organizational capacity and leadership to accomplish economic development goals
- Identify and implement best methods to link business to education, providers of education to each other, and involvement of community in education
- Create organizational capacity to improve existing housing and develop standards for new housing
- Coordinate recreational activities and facilities to best provide opportunities for healthy lifestyles and family involvement
- Insure infrastructure that provides capacity for targeted economic and residential growth

The following recommendations are intended to help create the supportive structures needed to address the five key initiatives listed. Extension encourages the identification of existing organizations who could appropriately take the lead on key initiatives or, where these organizations might not exist, identify leaders and develop Committees to take on the responsibility of implementing key sections of the comprehensive plan. Many of these existing organizations and new Committees are already identified in each plan section's implementation schedule under the Responsibility note. In keeping with the successful model used in the plan's development, we encourage existing and new Committees to be broad-based, including a city and township elected official, city department head or city staff member, representative from any city or township board or commission that would set and/or implement standards, existing organization and/or group representatives and volunteer citizens with expertise in the particular area of focus.

### **Plan Implementation**

To begin the implementation phase of the Comprehensive Plan the Ohio State University Extension Sustainable Development Initiative Team makes the following recommendations:

1. Current efforts toward the establishment of an Economic Development structure should be pursued and supported by City and Township officials.
2. A Business Advisory Council to link together the educational providers and the business community should be created.
3. A Salem Area Housing Committee should be created to develop a more detailed plan including an inventory of existing housing, projection of needed housing to support economic growth, and identification of policies and funding to achieve goals.
4. A Salem Area Recreation Committee should be created to bring about collaboration, coordination and future planning among the various agencies, facilities and groups currently engaged in providing programs and facilities to city and township residents.
5. A Community Services Network of provider organizations and agencies should be established to coordinate the delivery of services for city and township residents, especially those in need.

The City of Salem in collaboration with Perry Township should establish these structures in order to insure the implementation of the Salem Area Comprehensive Plan and should provide support and recognition. Indicators contained within the comprehensive

## Salem Area Sustainable Comprehensive Plan Recommendations

plan sections should be reviewed at least on an annual basis to monitor and evaluate progress toward meeting goals.

A comprehensive plan is general and does not dictate regulatory measures, but instead provides overall guidelines and recommendations. It should be used by City Council, Township Trustees, the Planning Commission, City and Township staff for guidance when making planning decisions. It should also be used by the Salem School District, City and Township Boards and Commissions, regional planning organizations and Columbiana and Mahoning Counties when making decisions that will affect the City of Salem and Perry Township. Finally, it should continue to be widely shared with community leaders and citizens to insure that the community vision that formed the basis of this comprehensive plan continues to guide future decisions for the city, township and their residents.

Respectfully submitted by the Ohio State University Extension Sustainable Development Initiative Team