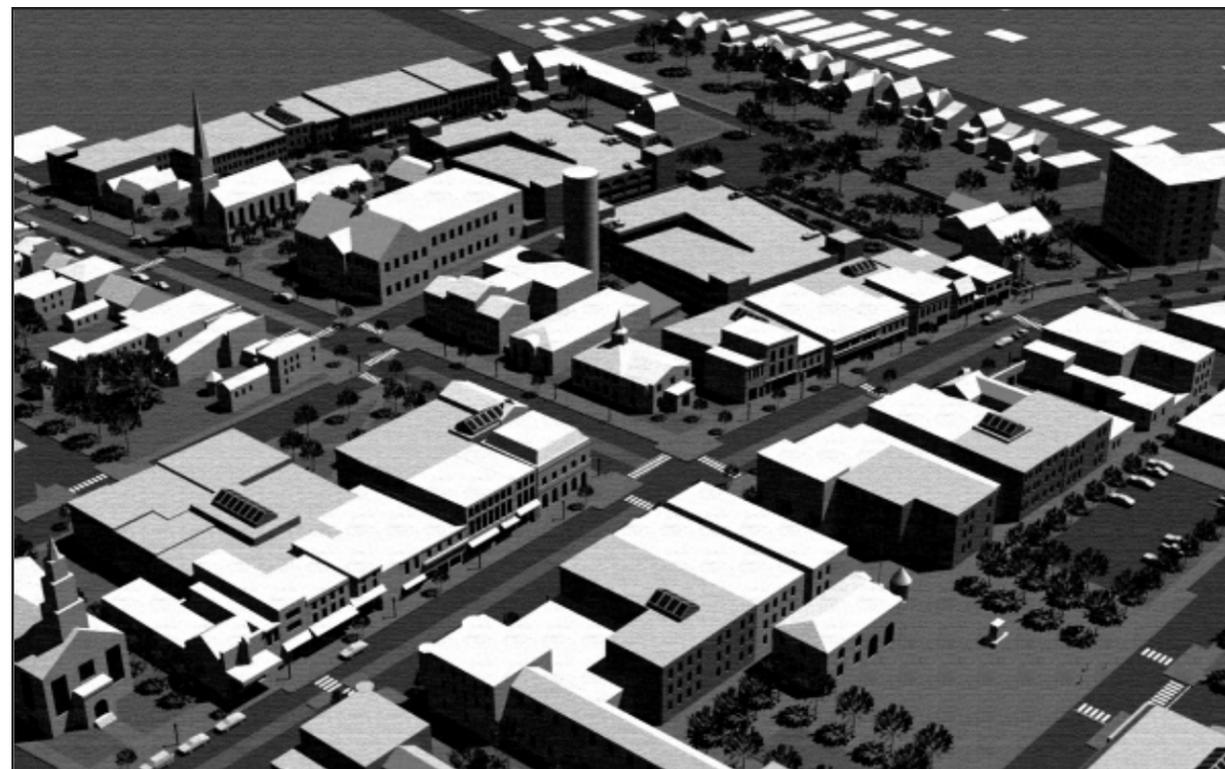




The City of Salem
New Jersey

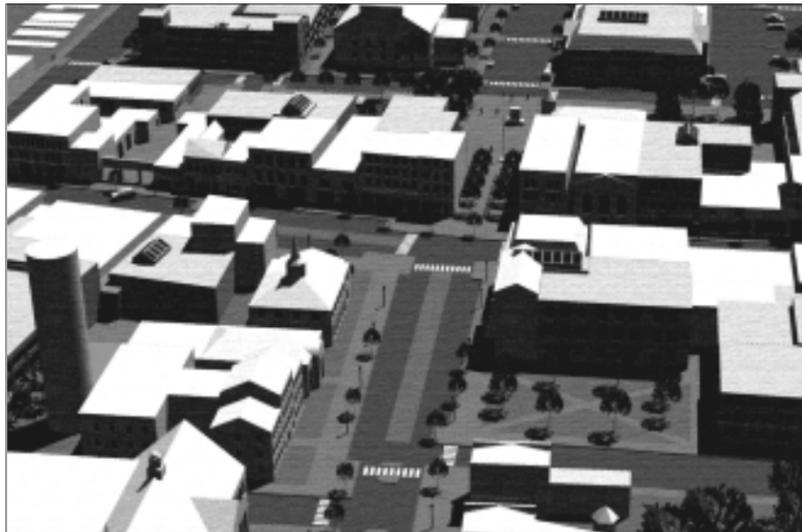
Salem Main Street
A Program of
Stand Up For Salem, Inc.



Main Street Revitalization Master Plan

September 2003





Revitalization Master Plan for Salem's Historic Town Core

The following document comprises the narrative report for the City of Salem, New Jersey, Revitalization Master Plan for Salem's Historic Preservation District, consisting of the Market Street and Broadway Historic Districts. The historic districts and surrounding blocks make up Salem's civic, cultural and economic "town core". In addition to this report, a number of large scale maps, plans and other illustrations document the proposed Revitalization Master Plan

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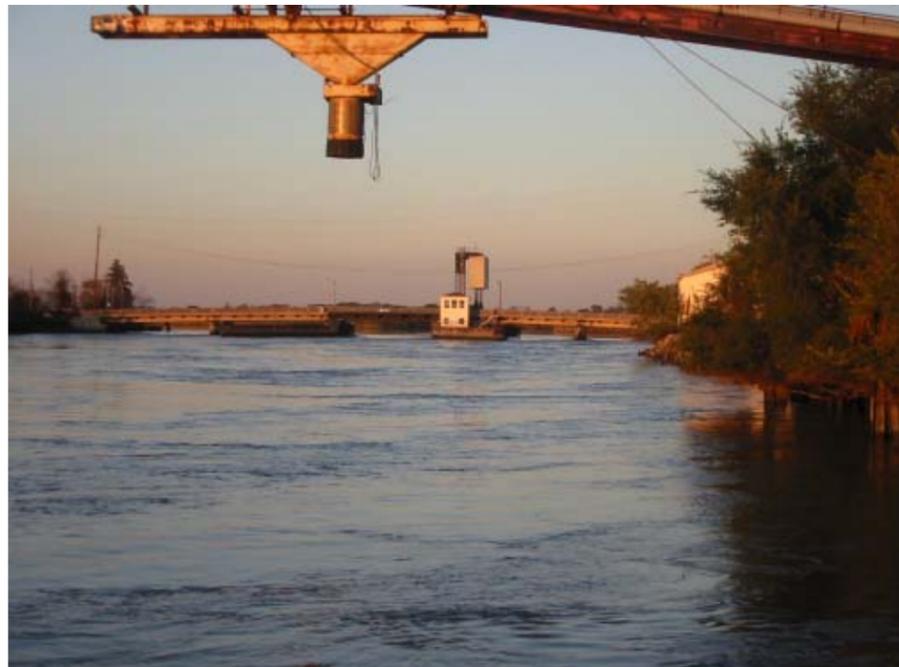
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Following the “Main Street” Approach

The Revitalization Master Plan has been funded by Salem Main Street, a Program of Stand Up For Salem, Inc. The proposed Plan prepared by QUINN EVANS | ARCHITECTS recognized the progress Salem Main Street has made following the National Trust for Historic Preservation’s Main Street Program and recommends continuing to follow the Main Street approach and philosophy. To implement the Main Street program, the Revitalization Master Plan:

- assesses conditions that impact revitalization
- proposes a clear and practical revitalization vision
- recommends qualitative and quantitative guideposts for revitalization

The Revitalization Master Plan addresses both long-term and near-term concepts, resulting in the recommendation of a Long-Range Vision and a near-term Town Core Revitalization Plan.



National Trust for Historic Preservation
Main Street Program for Commercial District
Revitalization

Main Street Approach:

Design: Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.

Organization: Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.

Promotion: Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.

Economic Restructuring: Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities – and challenges from outlying development.



National Trust for Historic Preservation
Main Street Program for Commercial District
Revitalization

Main Street Philosophy:

Comprehensive: A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting progress.

Incremental: Small projects make a big difference. They demonstrate that “things are happening” on Main Street and hone the skills and confidence the program will need to tackle more complex problems.

Self-Help: Although the National Main Street Center can provide valuable direction and hands-on technical assistance, only local leadership can initiate long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

Public/private partnership: Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.

Identifying and capitalizing on existing assets: One of the National Main Street Center’s key goals is to help communities recognize and make the best use of their unique offerings. Local assets provide the solid foundation for a successful Main Street initiative.

Quality: From storefront design to promotional campaigns to special events, quality must be the main goal.

Change: Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street Program will help shift



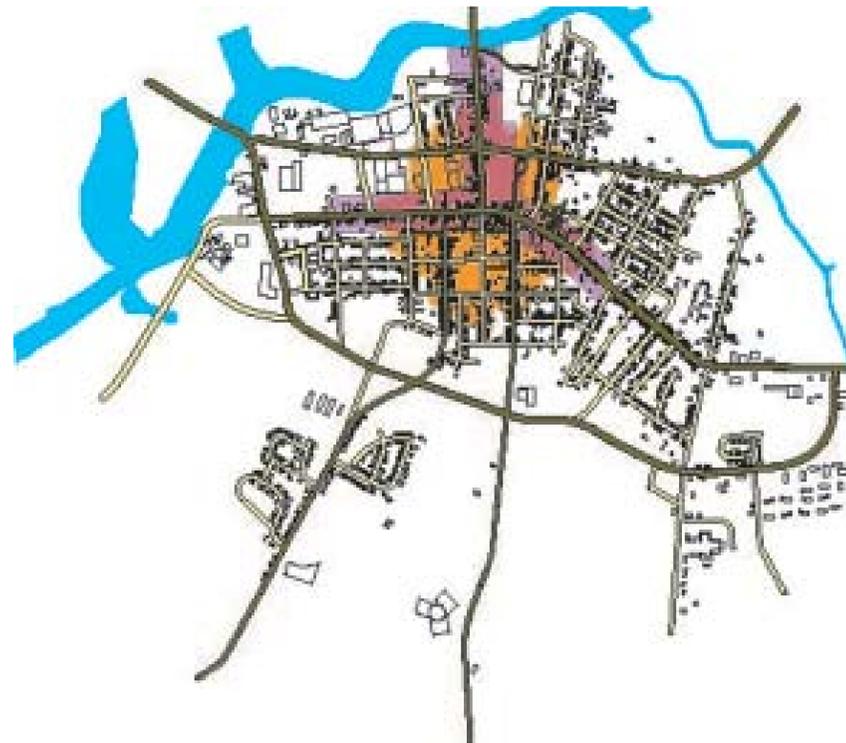


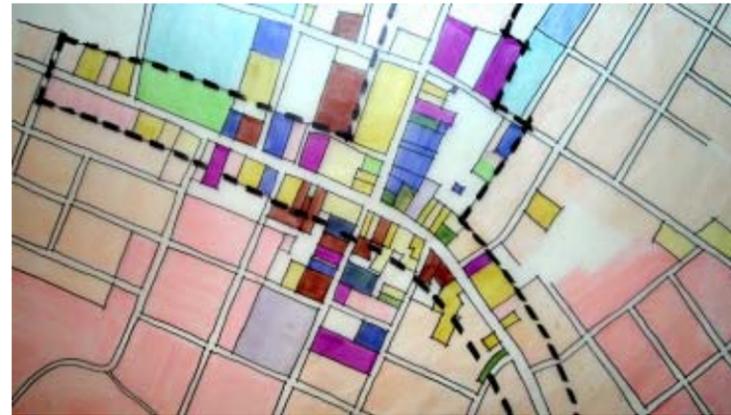
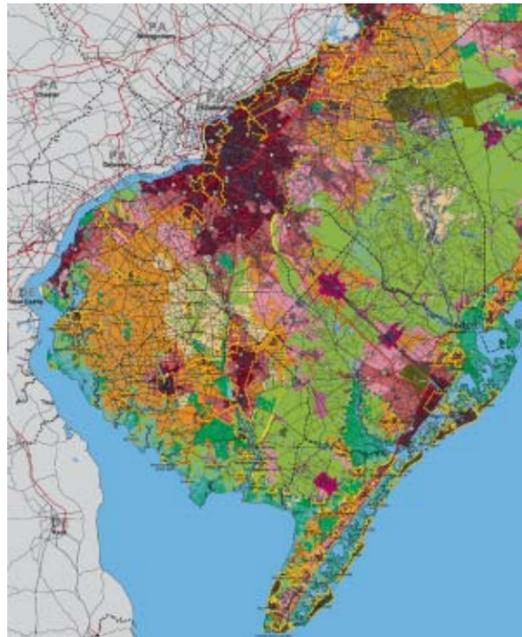
Creating a "Vision"

The intent of the Revitalization Master Plan is to suggest directions for future development activities conducted by Salem Main Street, the City of Salem, other public entities, and private citizens, consistent with the Main Street methodology. The objective is to create a clear and compelling "vision" for the revitalization of Salem's historic town core.

A vision establishes overall goals while encouraging individual contributions and expression. A vision provides an open framework, requiring further development of specific elements.

A vision assumes subsequent development of implementation tools, such as design guidelines for streetscape elements, revisions to the Code of the City of Salem to address zoning and other land use issues, and undertaking specific revitalization projects by both the public and private sectors. The Revitalization Master Plan can be seen as a "road map" leading to the revitalization destination. Reaching the destination requires a vehicle, driver, and fuel.



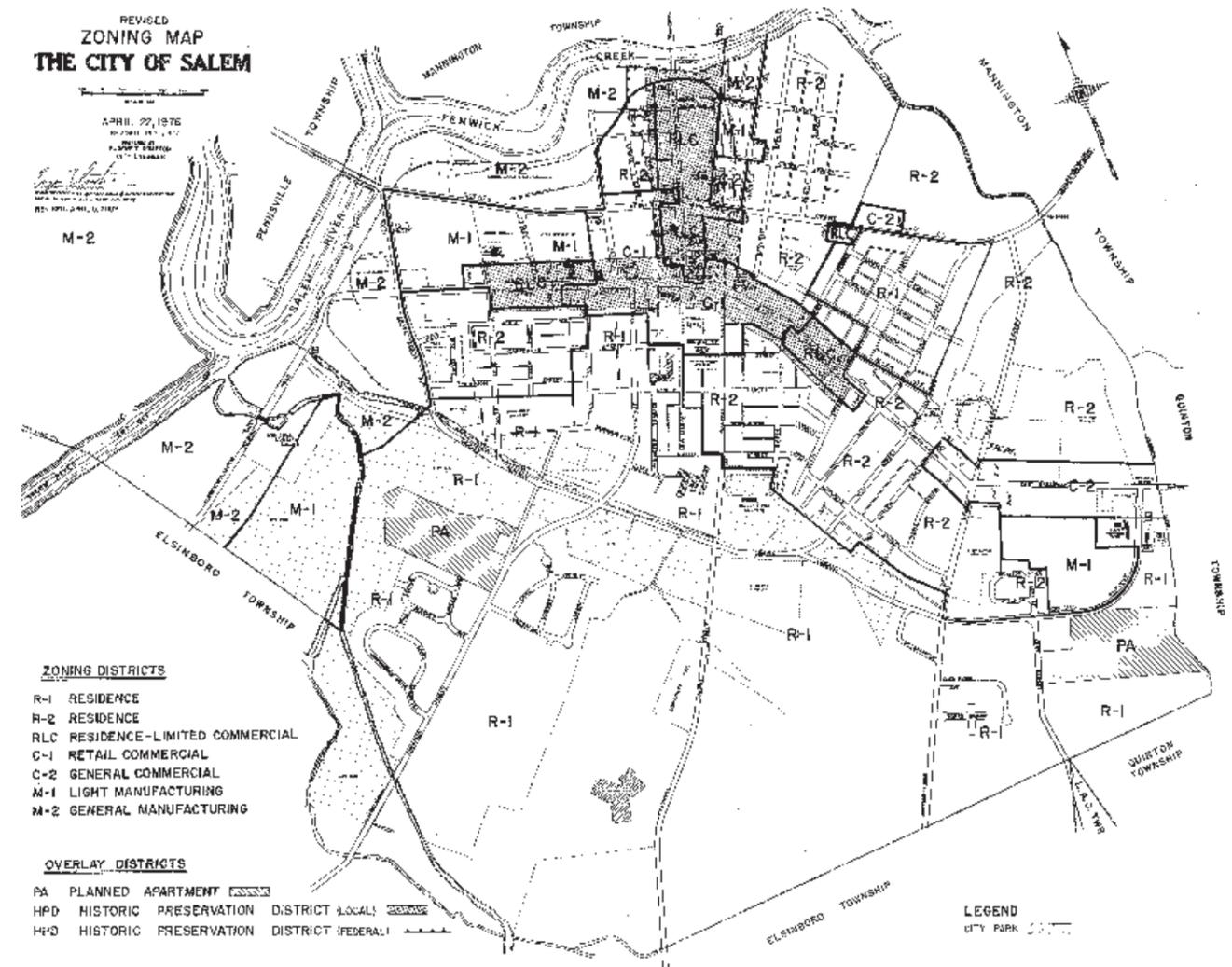


Looking Beyond Land Use Regulations

After World War II, Salem, like many American communities, adopted a zoning ordinance and building regulations to direct growth and property development. In most communities, regulation was motivated by a desire to adopt the emerging “science” of modern planning. Not coincidentally, these regulations were conceived at a time when traditional practices in general, and traditional towns in particular, were held in very low regard. Most cities and towns in America had stagnated since the stock market crash of 1929. Blame for the dismal state of America’s cities and towns was credited more to planning practice (for failing to keep pace with a changing world) than to the economic challenges of the Great Depression and priorities of World War II. America’s traditional cities and towns were pronounced dead. New ones needed to be built following the tenets of modern planning.

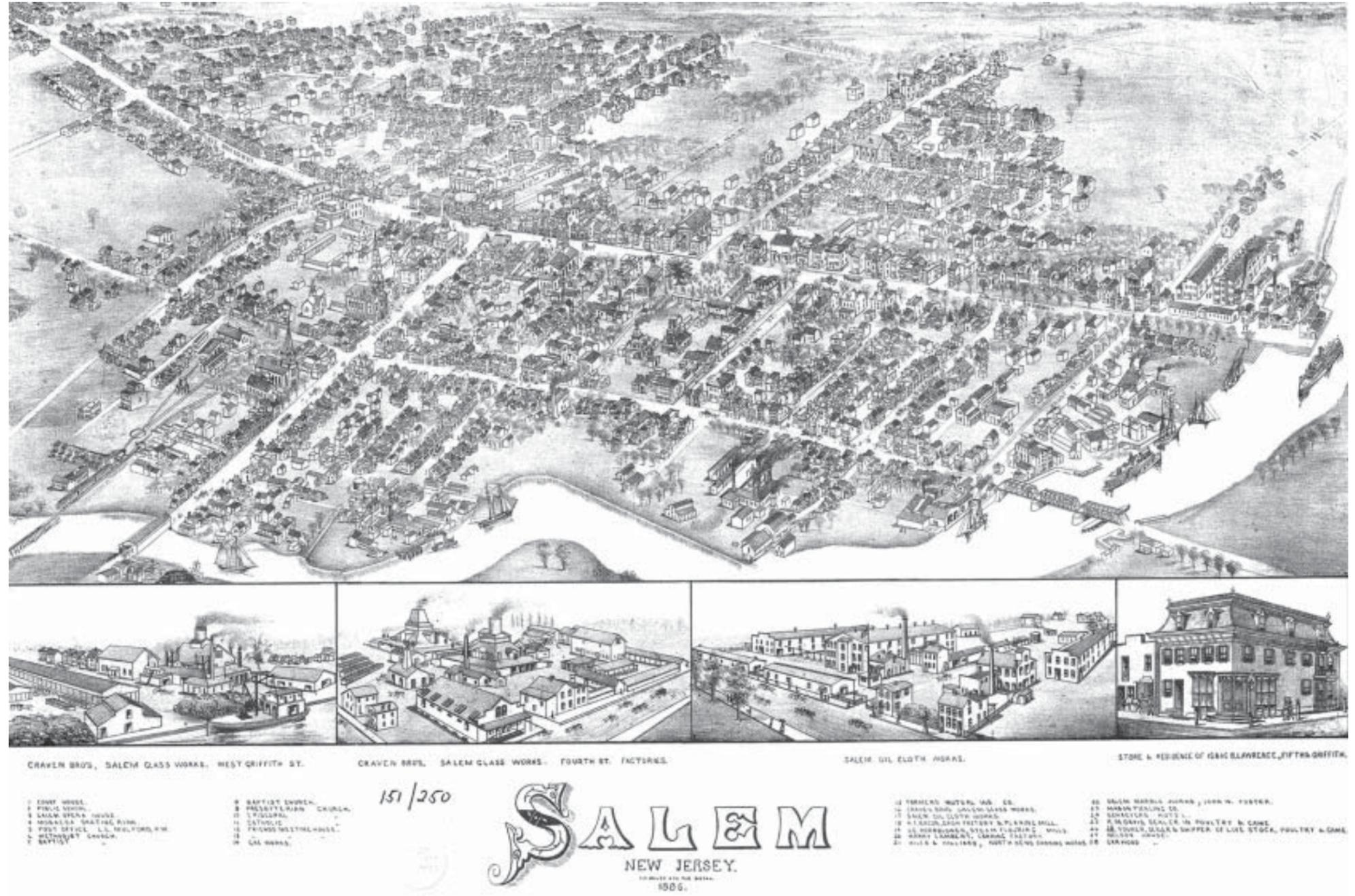
In this context, land use regulations adopted across the nation tended to codify new community patterns. Traditional patterns were rendered “illegal.” In Salem, this trend has resulted in a City Code that, to a great degree, substitutes post-war suburban patterns for traditional town patterns. As a result, many of Salem’s more recent buildings fail to reinforce the vitality of the town center, even though they represent the kind of investment in downtown that is so desperately needed and was so greatly welcomed at the time of their construction. For example, the Fifth Street Plaza development shoehorns a suburban strip center into the town core. On a smaller scale, the Franklin Savings Bank at the corner of Chestnut and Broadway places a single story suburban stand-alone building on an important corner lot.

To revitalize Salem’s town core, development patterns need to reinforce the characteristics that give Salem its unique identity. A successful revitalization strategy must look beyond the land use controls that are in effect today and find those characteristics that once made Salem work as a civic and economic center.



Salem's Historic Town Pattern

Much of Salem developed over the 18th, 19th and early 20th centuries, before conventional land use controls, such as zoning and building codes, were adopted. From today's perspective, where planning often takes years, requires the consensus of dozens of stakeholders, and must adhere to hundreds of regulations and codes, Salem's growth occurred almost "organically", following a simple set of accepted patterns and practices. The character of development was defined almost entirely by the physical characteristics of the settlement. Those characteristics form the armature on which the Revitalization Master Plan is structured.





I. Compact Pedestrian-Oriented Development

During the Colonial period and early years of the American republic, the most significant land use issue was whether or not land fell within the limits of a town. Outside of town, land was without controls or regulations, intended for farming if developed at all, with each settler largely self-sufficient. In town, where development was intended to accommodate social and economic interchange, land was developed to maximize those interactions while minimizing infrastructure investment. (In its formative years, Salem's infrastructure investment was almost entirely for the construction of roadways. Water supply and "treatment", such as it was, was provided on individual lots. Other utilities were yet to come. Both objectives were achieved through the construction of towns with tightly clustered buildings. From its earliest days, Salem was planned to be a densely-packed village, where distances were limited to accommodate walking as the principal means of movement.

Even at its maximum population, Salem was a town with virtually every household within a ten minute walk of the intersection of Market Street and Broadway. Through compactness, road construction was minimized. The limits of town were clear. When you were in town, you knew it. Principal structures were built up along the street frontage, creating cohesive street façades that defined streets as public "rooms" where town folk congregated and interacted.

The Revitalization Master Plan extends the benefit of previous infrastructure investment and minimizes the need for additional investment by reinforcing the development of Salem's compact core. The Plan also emphasizes the importance of pedestrian movement by suggesting public-space improvements that balance pedestrian and vehicular movement.





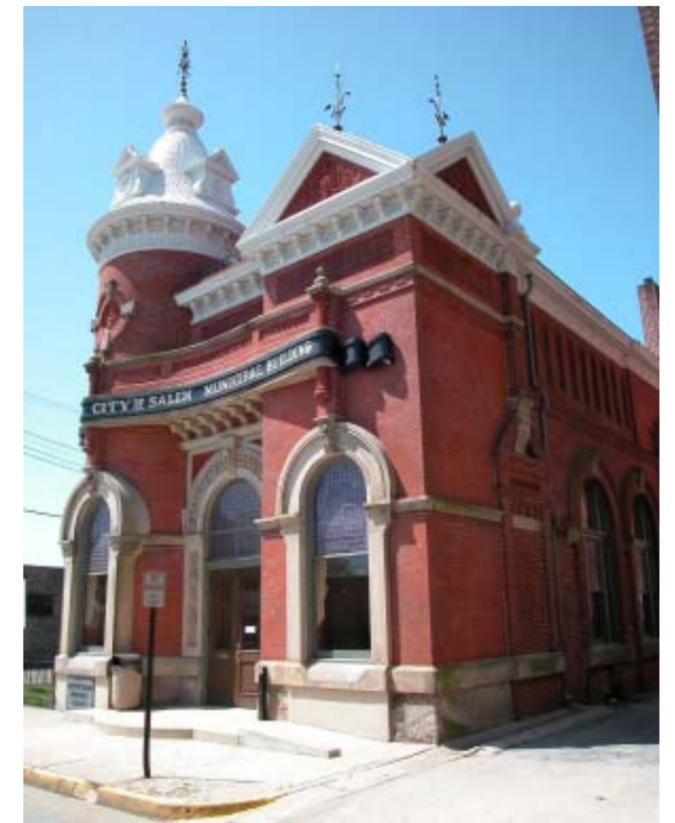
II. Mixed Use / Flexible Use

As noted above, for centuries the focus of covenants regulating the use of land were restrictions on farming and livestock within town limits. Otherwise, the use of property was largely at the owner’s discretion. In town, many buildings housed both a residence and business. Shops stood next to homes. Over time, properties fluctuated between residential and commercial uses, between single family and multi-family dwellings.

In the current language of planning, this characteristic is termed “mixed use” and “flexible use”. Properties are permitted to house almost unlimited commercial or residential activities and to change over time. Mixed use / flexible use zoning accommodates the broadest market flexibility, allowing properties to be converted to economically viable uses with the least cost of turn-over.

Mixed use / flexible use development also affects the town’s quality of life in very important ways. First, there is more opportunity to enrich the in-town experience, by creating “critical mass” and encouraging “synergies”. (If these terms seem abstract, they are not. They originate from shopping center development, where “anchors” create critical mass and retailers are recruited in groups where synergies maximize return on investment for all.) In town, synergies between commercial and residential uses can also, for example, reduce the need for parking. The same parking space can be occupied at different times of day by different users. Finally, mixing residential and commercial uses within town provides the most important contributor to public safety: “eyes on the street 24 / 7”.

The Revitalization Master Plan builds on the tradition of mixed use / flexible use zoning in the historic town core.



III. Street Grid

Like most towns of the period, over a spider web network of roads radiating to neighboring villages, Salem’s street pattern forms a “grid” of parallel and perpendicular streets that divide the land into rectangular lots which were easy to survey and subdivide. Market Street, Salem’s first “town” street, connects the water’s edge, once the principal means of transportation, to the “high” ground at the intersection Market and Broadway.

From a transportation design point of view, a grid of streets is the most efficient and effective road network. Grids provide the greatest number of route choices, combining the capacity of each roadway into an integrated system. This multi-access network is far more flexible than the “modern” hierarchical approach employing local, connector and arterial roads. Grid systems avoid the problem of channeling all traffic through a limit number of intersections the way hierarchical systems do.

Many of Salem’s traffic issues derive from two problems. First, a number of Salem’s key streets, most notably Market Street and Broadway, are designated New Jersey state highways.

Their design is not sufficiently responsive to the requirements of Salem’s town setting, where “calming” traffic and upgrading pedestrian features would improve both traffic flow and safety.

Second, Salem’s street grid is subdivided into separate neighborhood grids by Market Street and Broadway. Only a few key roads cut directly across them. This discontinuity limits the number of route choices for cross-town traffic and makes for quite a number of awkwardly staggered intersections.

Street widths are quite substantial, with Market Street and the aptly named Broadway of particularly generous proportions. Fortunately, this characteristic creates the opportunity for improving the design of roadways and streetscape, incorporating traffic calming features, and increasing street parking substantially.

The Revitalization Master Plan reinforces Salem’s street grid system and suggests a number of improvements to it. Also, the Plan points to strategies that can unify the transportation agenda of the City of Salem and the State of New Jersey.





IV. Lots and Blocks

Many early American towns, like Philadelphia, were planned to allow space on each lot for vegetable gardens, keeping horses and raising fowl. Other settlements were laid out for “town” houses (according to the term’s original meaning), with small lots intended to accommodate only dwellings or shops. Generally, Salem’s historic core is composed of town lots, fairly narrow and very deep, with room to accommodate a main structure facing the street and out-buildings behind.

For some decades, there has been development pressure to consolidate lots into larger parcels to create buildings with larger floor plates. Even the largest buildings in the town core are considered too small by today’s efficiency standards. This pressure has led to developments like the Fifth Street Plaza property, which neither reinforces the town’s vitality nor provides a workable building and site design.

There are ways to consolidate lots while retaining the character of Salem’s historic core. The Fenwick Plaza development offers one good model. At Fenwick Plaza, multiple building lots are combined to create a larger building, allowing the cost of elevators and systems upgrades to be amortized over more rentable area. Also, parking requirements are met by consolidating underused open space at the interior of the block. Similar strategies can be employed elsewhere in Salem’s historic town core.

The Revitalization Master Plan identifies sites throughout the historic town core for both consolidated parking and clustered, “infill”, building development opportunities.





Town Houses – primarily on Market Street and to the east and west of the commercial core on Broadway – most structures are free-standing buildings placed at the front of the lot, two or three stories, with narrow side yards separating adjacent buildings. Roof forms vary, but most are shallow sloping single-pitch roofs or simple gables facing frontward or sideways. Most buildings are constructed with brick, many with decorative brickwork or stone detailing at windows and doors.

Row Buildings – primarily on Broadway – typically, structures are attached buildings forming a continuous façade lining the street frontage, two to four stories high, with flat cornices concealing shallow sloping roofs. Most are brick, with some stucco and wood structures intermixed. Most have regular window patterns with some decorative brick, stone or wood detailing.

V. Building Types

From its earliest days, the approach to land subdivision has directly determined what building types, and to some extent, what architectural styles have predominated in Salem. Salem’s historic town core contains a rich and varied building stock, with buildings constructed over a period of more than 200 years. Despite this obvious variety, a somewhat more subtle common thread also exists. For the most part, in Salem’s historic core, two building types predominate.

As the guidelines for the Main Street Program state, blindly following historic precedent with imitation and “thematic” architecture is neither respectful nor appropriate. There is a need for setting some guidelines for interlacing new architecture within the historic town core. Most of the development sites within the town core are sites where row buildings are called for, to establish the “street wall” and modulate the building scale in harmony with the surrounding historic structures.

The Revitalization Master Plan identifies significant opportunities for introducing new development within the town core. By working with an understanding of and respect for these five underlying physical attributes of Salem’s historic town core, the Revitalization Master Plan outlines strategies for harmonizing new development with the character of the historic district.

Salem's Decline

Over the past several decades the City of Salem, Salem County, and the Delaware Bay coastal region in New Jersey have experienced a steady and significant economic decline. At the heart of this troublesome trend are demographics that track a dramatic drop in population and flight of jobs from the region. The City of Salem has seen its population reduced from 16,000 to 6,000. The precipitous drop in population translates directly into a significant decline in commercial activity. Salem has been struggling to retain its reason for being.

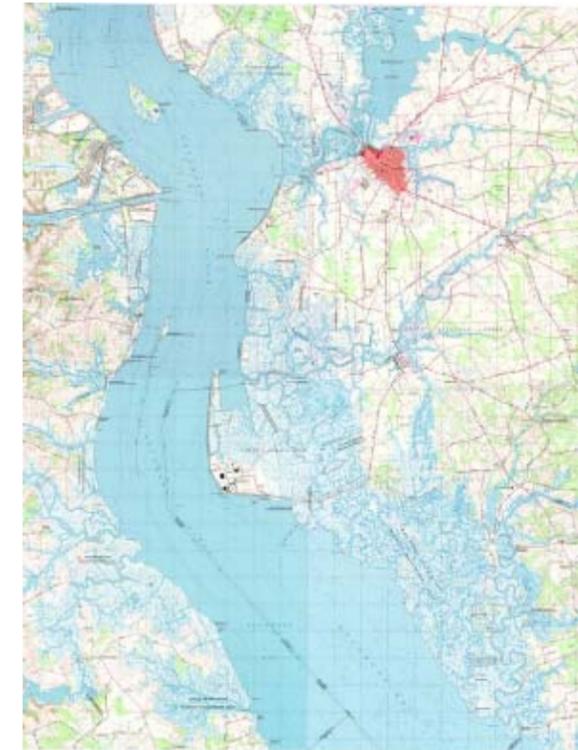


Salem's Regional Appeal

In a regional context, particularly in the County, Salem continues to benefit from real estate's three most important assets: location, location, location. Salem is central to the County's dispersed population, making it the logical place for County and State government offices, the courts, and social services. The same logic suggests that Salem can also support markets for region-wide and county-wide goods and services such as education, entertainment, restaurants, etc.

Salem's historic character is another important asset. The National Trust for Historic Preservation's Main Street Program is structured around leveraging the unique characteristics of historic towns. Through the activities of Salem Main Street, the City of Salem, and historic preservation organizations, significant steps have been taken to preserve and enhance downtown Salem's irreplaceable qualities. Salem's rich history and architectural setting can attract other markets such as antique shops, B&B's, etc.

The Revitalization Master Plan makes recognition of Salem's principal assets, both in the important role Salem plays in the regional community and by protecting and enhancing its history and architectural treasures.





Salem's Regional Competition

Although it is not true for all markets, in most ways downtown Salem is engaged in direct competition with other locations in the region for attracting residents, development dollars, jobs, and goods and services. Regionally, investment in many markets is, for all practical purposes, a "zero-sum" game. If dollars go elsewhere in the region, they do not go to revitalizing Salem's historic core.

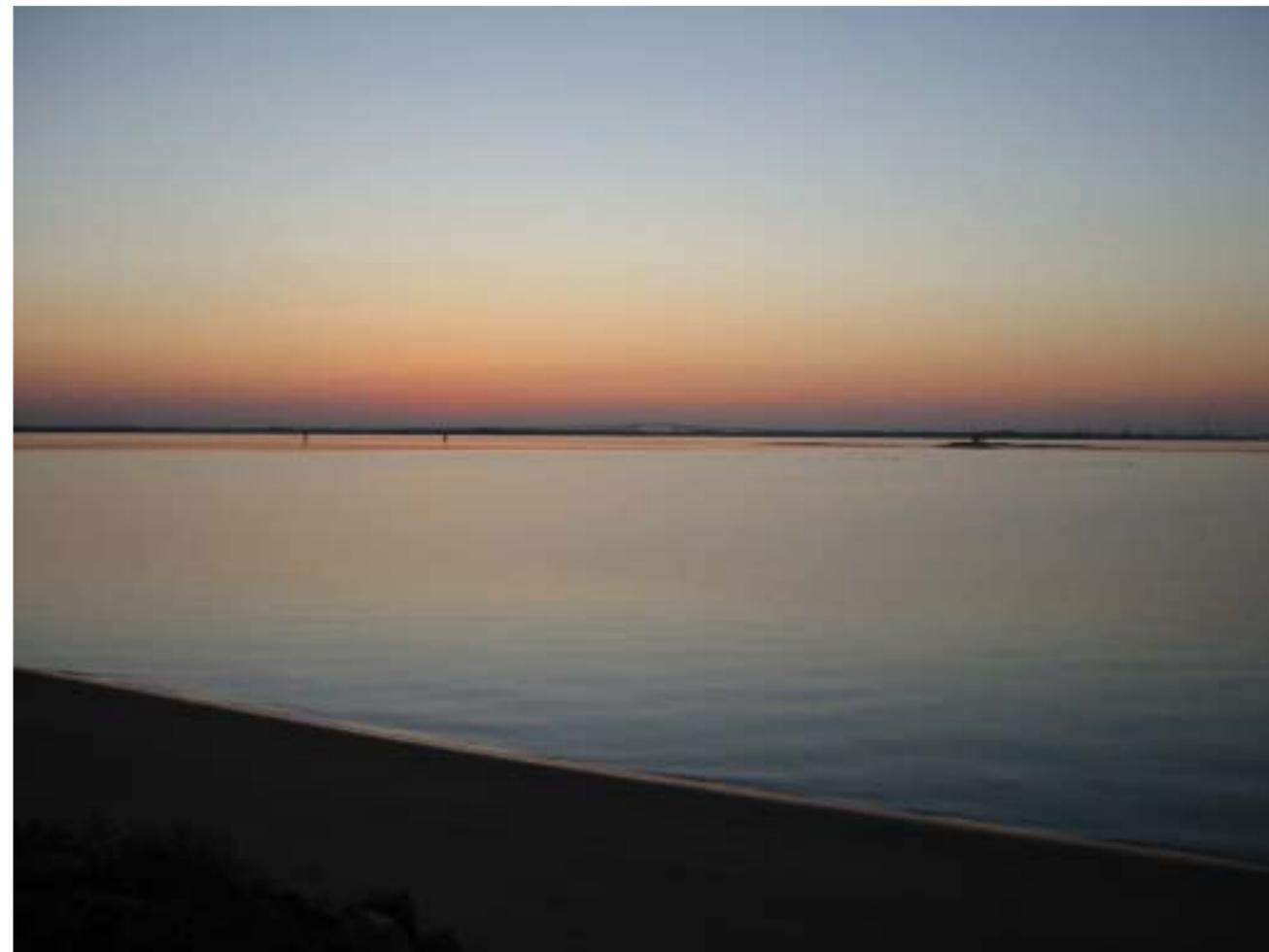
It may seem obvious, but it is a link that is often overlooked. Many communities throughout the nation struggle with the decline of their historic towns while, blocks away, new development grows too quickly. Frequently, even with proven tools within reach, little effort goes into leveraging government policy and market conditions to redirect investment into the historic core.

In the context of regional economic stagnation and decline, Salem's circumstances appear to be quite challenging. Over the past ten to twenty years the eastern seaboard has experienced unprecedented growth, while Salem's "peninsular" region has experienced economic decline. But these challenges only emphasize how important it is to focus efforts on saving the region's core community: historic downtown Salem.

In the recent past, missteps have hurt efforts to revitalize Salem. For example, the construction of a big-box strip center outside the city is a classic example of economic development that harms commercial activity downtown. The drain of dollars from a community by this retail development model is well documented. National retailers can and do locate in town center locations. In fact, the hottest retail trend is converting suburban strip centers into "town centers" with "main streets." Another example of a misstep is the construction of offices for a state agency just beyond the city limits. Unlike county employees in the courthouse complex who have the opportunity to support local shops, state workers are too far removed from town to easily support downtown businesses.

Economic and community development in Salem County and the revitalization of the City of Salem cannot be at odds. For either to work effectively, county and city agendas must be fully coordinated and targeted at the same objectives. Can the County thrive without a thriving county seat? Can Salem be revitalized without building on its importance to the County?

The Revitalization Master Plan identifies ways to do both: to reinforce Salem's historic character while adapting it to better accommodate a wide variety of goods and services for the regional community.



Reconnecting Salem with the Water

Before Salem became a town, it was settled for its plentiful natural resources. Writings by the earliest European explorers and settlers marvel at the wealth of game and fish to be found in coastal estuaries. The Delaware Bay region had tremendous natural resources, making it a welcoming place to settle.

However, tillable soil was in limited supply because of the predominance of wetlands and marshes. Farming was first established on areas of higher ground, beyond the reach of tidal waters. Fields were expanded by the construction of dikes that allowed marshy areas to be converted to crop production. But a significant portion of the land around Salem was never “tamed”.

Salem is an island city surrounded by waterways and wetlands. To a very great extent, the natural resources around Salem remain intact. Mannington Meadow may once have been a frustration to farmers wanting to expand their farms, but today it represents a unique and unequalled natural treasure. It is widely heralded as a stop for millions of migratory birds each year, making it a favorite spot for birders every fall.

The futures of Mannington Meadow and the City of Salem are inseparable. The Revitalization

Master Plan recognizes the natural context surrounding Salem as a key asset for its future growth. The city stands on the threshold of one of the most precious natural preserves on the east coast. In many ways, the beauty and vastness of Salem’s natural setting is the single most important characteristic of the region and town. Reconnecting the town core with its natural setting is perhaps the most far-reaching objective of the Plan.



Salem, New Jersey – International Port of Call

Converting Salem’s industrial waterfront to other uses does not necessarily mean abandoning the economic potential, to say nothing of the substantial public investment, in developing Salem’s international port facilities. To the contrary, international trade could play a significant part in reviving Salem’s economic base.

This is a master plan, not an economic study. Our resources are focused on design solutions that can correct physical conditions that have an impact on revitalization. However, Salem’s status as an international port of call is both interesting and curious. Imagine an equivalent city in Nebraska struggling to revitalize. How much would that city covet the opportunity for an international port of call and trade zone? On the surface, having an international port certainly seems like a unique opportunity deserving additional study.



Converting Salem’s Industrial Waterfront

The City of Salem was settled because of its waterfront location. Today, we think in terms of access to highways and airports. In the 17th and 18th centuries, access to a deep water port gave a city all the transportation infrastructure it needed. The natural harbor of the Salem River and Fenwick Creek was Salem’s initial economic engine.

Salem’s waterfront thrived and the city grew. The bird’s eye view made in 1886 shows Salem’s waterfront at its zenith, a bustling port with three large manufacturing complexes at the water’s edge with steam ships and sailing vessels plying the waterways. A rail spur located between Market and 7th Streets, terminating at Grant Street, clearly played a secondary transportation role.

Eventually, transportation practices changed. Rail lines ran across the waterfront where wharves once stood. The industrial complexes that fronted onto the water highway were replaced by massive industrial sheds lining railroad tracks. Their waterfront locations became an accident of history, rather than their purpose and value.

Today, Salem’s industrial waterfront is in decline. Industrial jobs no longer represent the foundation of Salem’s economy. Strategies to reinvigorate the industrial waterfront go against national and regional demographic and economic trends, and are likely to fall short of expectations.

The Revitalization Master Plan anticipates the long-range conversion of Salem’s industrial waterfront into more viable and more appropriate uses, ones that can re-establish the link between the town and the water’s edge. Such a conversion would eliminate Salem’s most dramatic negative, the indelible “rust belt” image that is conveyed crossing the Salem River into the City.

Today’s declining industrial waterfront is the land bank for tomorrow’s major growth opportunity for Salem.

Many waterfront cities across the country have been faced with the same prospect: a declining industrial waterfront that no longer provides the economic benefit to the community that it once did and that now presents a very intractable disincentive to revitalization. (The Urban Land Institute conducted a study of waterfront redevelopment and published an authoritative book on the subject.) In almost every case, the underlying concept is to open the waterfront to the public. In many cities, very attractive residential enclaves have been developed with significant public recreational opportunities incorporated into the plan.

Although focused primarily on making near-term improvements within the historic town core, the Revitalization Master Plan does, however, suggest ways to reclaim the industrial waterfront as part of its long-range strategy.





Focus on the Town Core

Revitalizing the City of Salem will not be a short-term effort. Salem's decline, like that of many towns throughout America, can be traced back for decades, at least since the end of World War II. If it took fifty years for the current conditions to form, there are some dimensions to Salem's revitalization that could require a similar time frame. However, most of the recommendations to re-capture Salem's stature require a shorter time.

By definition, master planning must look both far into the future, to establish long-term objectives and strategies, and identify a structure and process for incremental change. The Revitalization Master Plan recommends both a long-term strategy (Long-Range Vision) and near-term plan (Town Core Plan). By its nature, the long-term strategy is sweeping. It focuses mostly on why change is needed and, in general ways, what change is needed and where that change must occur. By comparison, the Town Core Plan endeavors to address why, what, where, and also how and when.

The Town Core Plan looks at approximately a ten to twenty year time horizon, defining what this generation needs to accomplish in Salem's revitalization. It articulates a vision for what Salem can become if coordinated and sustained efforts are made by all stakeholders to improve Salem's current conditions by meeting Salem's current challenges. The Town Core Plan concentrates on revitalization efforts that are achievable and which will have the greatest impact when implemented.

The key concept of the Town Core Plan is a singular commitment to revitalizing Salem's center. Gertrude Stein is often quoted for her succinct yet revealing comment about Oakland, California: "There is no there, there." Salem has a "there", the historic town core. But, Salem's core does not work as well as it should or can. There are too many missing elements, too much discontinuity. Opportunities for critical mass and synergy are frustrated by too many obstacles. To overcome these obstacles, Salem's core has to become whole.

Where Is Salem’s Town Core?

From a planning point of view, Salem is fortunate to have a clear and definable center and core. It leaves little question about where to focus revitalization resources to have the maximum benefit for the entire community. Borrowing a term from William H. White, clearly, the intersection of Market Street and Broadway is Salem’s “one hundred percent corner”. It is unquestionably the center of town. Equally clear, located within a five-minute walk of Market and Broadway are the majority of the civic, cultural and commercial sites that define Salem.

Along the east curb of Market Street, walking north incorporates the Courthouse, County offices, and two of Salem’s historic churches (First Presbyterian Church and St. John’s Episcopal Church). The west curb includes the Salem County Historical Society and historic town houses occupied by professional offices, shops and residences. (This block may be the best example of Salem’s historic town house pattern.) Walking east and west on Broadway defines the retail and commercial core of Salem, as well as a number of important community landmarks: the Library, the Post Office, First Baptist Church, Salem Community College, Friends Meeting House, Schaefer’s Hotel (Colonial Square Apartments), and Fenwick Plaza. Walking south from Market and Broadway incorporates the Municipal Building, City offices, Tri-County Community Services (the former YMCA building), and the Middle School.

Planners have come to appreciate what an important measurement the five-minute walk is for designing town settings that are, in practical and proven ways, both accessible and cohesive. As shopping center developers have learned how large parking lots can be before customers are not willing to use them, planners have learned how people moving through town “measure” distances with their feet. The average person bringing his or her car into town willingly walks five minutes to their destination. (How much richer an experience is possible walking five minutes through town than walking the same distance across a mall parking lot?) As shopping center developers have learned to arrange smaller stores between larger “anchors,” planners have learned that creating continuous and inviting “streetscape” experiences encourages the same type of synergy between activities in town.



Creating a Cohesive Town Core

All revitalization efforts in Salem, long-term and near-term, must adhere to the five essential historic town patterns described earlier or continuity and cohesion will not be achieved, the whole will not be greater than the sum of the parts. To reiterate, the following are Salem's five historic town characteristics:

- compact and pedestrian-oriented
- mixed use/flexible use
- grid streets
- town lot and block structure
- town house or row building forms

The near-term Revitalization Master Plan illustrates full development of Salem's town core. It suggests a strategy for creating a critical mass of civic, commercial, cultural and residential uses within a five-minute walk of the corner of Market Street and Broadway. Three revitalization zones are identified in the Town Core Plan:



Revitalization Zone I – Block 13 – Northwest – Commercial Center defined by Market, Griffith, and Fifth Streets and West Broadway

Zone I contains Market Street's fine block of town houses, West Broadway's most cohesive row of retail storefronts, and the Fifth Street Plaza site. The near-term strategy reverses the Fifth Street Plaza site plan by placing new buildings along Fifth and Griffith Streets, reinforcing the street grid, and designating the interior of the block for a public parking structure.

The Fifth Street Plaza site is the largest site available within the town core for attracting commercial, and residential, development. In addition to preserving the historic row buildings facing onto Broadway, two development sites are identified behind West Broadway's retail storefronts, proposing cluster rehabilitation projects similar to Fenwick Plaza. Market Street's town houses are preserved and small-scale, lot-by-lot, preservation efforts encouraged.





Revitalization Zone II – Block 14 – Northeast – **County Center**
defined by Market, Grant, and Seventh Streets and East Broadway

Zone II contains the Old Courthouse and offices, Salem Community College, East Broadway's most cohesive block of retail storefronts, Salem Towers, Friends Meeting House and residences along Seventh Street. The Town Core Plan designates Zone II for accommodating growth of County facilities. A new building site faces Grant Street. Behind the county offices facing Market, the new site on Grant, and storefronts facing West Broadway, the block's interior is designated for a public parking structure.

Three cluster developments, following the Fenwick Plaza model, are identified behind the historic row buildings on West Broadway. No redevelopment is proposed for Salem Towers and residences along Seventh Street. The Town Core Plan suggests landscape and hardscape improvements at the Friends Meeting House site, improving its benefit as a park and historic landmark setting.



Revitalization Zone III – Blocks 322 & 323 – South – **Municipal Center**
defined by East and West Broadway, and Walnut, Church-Belden-Carpenter and Chestnut Streets

Zone III contains a complex of City of Salem municipal facilities, County and State social services, historic storefronts facing onto East and West Broadway, Schaefer's Hotel (Colonial Square Apartments), Fenwick Plaza, residences on Chestnut Street, a few small commercial buildings and houses on Walnut Street. Despite quite a number of important community assets being located here, the area of Blocks 322 & 323 behind Broadway's row buildings is detached and lacks cohesion more than elsewhere within the town core. The Town Core Plan reconnects the Municipal complex with the town core by creating a sizable Town Square wrapped around the spectacular, yet currently hidden, Municipal Building.

The proposed Town Square faces onto a new city street formed by the extension of Hedge Street, through Blocks 321, 322 & 323, that terminates at Walnut Street. Along with rationalizing the street pattern, the existing patchwork of surface parking lots is consolidated into two surface lots and a parking structure. Cluster development sites are suggested along Broadway. Building sites are also planned adjacent to Schaefer's Hotel (Colonial Square Apartments), Franklin Savings Bank, and City offices. The plan realigns Belden Street so that Church Street terminates at New Market Street. The realignment creates a new building site facing New Market Street behind the new Union Fire Company station.

Historic Preservation

With few exceptions, the building stock in the town core area lining Market Street and Broadway contributes to the historic character of Salem, and therefore must be both preserved and rehabilitated. For the near term, preservation efforts should focus on properties in the town core revitalization zones facing Market Street and Broadway.

A great deal of progress has been made since the historic districts were first created in protecting and revitalizing Salem’s historic architecture and town setting. This achievement is to be commended and extended in all future revitalization initiatives. Salem Main Street and the State of New Jersey Main Street Program have already accomplished a number of important rehab efforts. The façade preservation of Garwood House serves as an excellent case study, where a relatively modest investment has helped to retain a unique property that represents a period of Salem’s development with few remaining traces. Other façade restoration proposals have been prepared by New Jersey

Main Street, providing examples of what to do and how to do it. Many properties along Broadway could benefit from similar rehabilitation work.

There does need to be a reasonable and realistic balance in preservation efforts. There is simply so much work needed in the town core, that an overly strident approach to historic preservation could cripple revitalization efforts and hamper overall preservation objectives. Many properties in the town core require immediate attention to save them from ruin. Salem has benefited for decades from “preservation by neglect,” where historic buildings have survived because a lack of resources has saved them from demolition or new development. The collapse of the Finlaw Building’s roof should serve as a clear warning. Much of Salem’s historic building stock is threatened with “demolition by neglect,” where inaction may result in their destruction. The spirit and objectives of the Secretary of the Interior’s Standards must not be lost in attempts to apply them to the last letter.



Mixed Use / Flexible Use

Following the traditions of its founding and flourishing, land use regulations applying to Salem’s town core must be adapted to encourage revitalization by allowing civic, cultural, commercial, and residential occupancies to intermix and change over time. Two extremely important objectives will be achieved by adopting mixed use / flexible use zoning that cannot be as readily achieved with any other approach.

First, the town core will gain a significant economic advantage because properties will be able to respond to changes in market conditions more quickly and at lower cost. Individual lots and buildings could supply space for multiple market needs at the same time. Examples can be found in any number of town houses along Market Street where residences are located above ground floor shops or offices.

Second, more than any other way the character of the town core is defined by the variety of activities that are available and the vitality of activity throughout the course of the day. Conventional single-use zoning “ghettoizes” all activities, fragmenting town life over space and time. Putting life back into the town core means accommodating all of life’s routines together: working and playing, waking and sleeping, eating and drinking, worshipping and socializing, both in public forms and individual.

Generally, the development sites and infill buildings illustrated in the Town Core Plan are not intended to be use-specific. In the manner of historic towns, space is space. In a number of instances, the Plan suggests specific uses, but they are typically made to help illustrate the possibilities of the Plan. There are a few recommendations that do address specific deficiencies in the town core that need to be addressed. The proposal to establish a Town Square is one example.



Streets, Parking & Streetscape

Today, Salem’s road network is Salem’s transportation infrastructure. This was not always so. For almost two centuries, the Salem River and Fenwick Creek were Salem’s most important transportation assets. In the 19th Century, railroad was added to Salem’s transportation infrastructure, carrying both freight and passengers. The long-range future may see a re-capturing of Salem’s “inter-modal” transportation system.

In the near term, improving transportation in Salem needs to focus primarily on reinforcing the workings of Salem’s street grid and balancing the movement of vehicles and pedestrians through the town core. To accomplish improvements, three inter-related systems need to work together: the street network, parking, and the system of sidewalks and crosswalks comprising the “streetscape” in Salem. The Town Core Plan addresses all three elements.



Streets

The Town Core Plan looks at two ways to improve Salem’s street network. Within the confines of Revitalization Zones I, II & III, the street grid is extended and regularized in a number of places. Even more importantly, the physical characteristics of both Market Street and Broadway are altered to balance vehicular and pedestrian access in the town core.

Street Grid Improvements

On Block 13, the Town Core Plan calls for establishing a street grid in Revitalization Zone I by linking Plaza Drive (located between the First Baptist Church and the Post Office) and Center Drive (running behind the town house lots on Market Street).

Similarly, on Block 14, the driveway access between the two County office buildings is upgraded to a street and connected through the interior of the block with Grant Street.

In Revitalization Zone III, Blocks 322 & 323 are substantially reconfigured. The alley behind lots facing West Broadway on Block 321 is upgraded to form a continuation of Hedge Street. Hedge Street extends across Blocks 322 & 323 to Walnut. New Market Street is upgraded to the point where it intersects with the extension of Hedge Street. The one-way portion of New Market linking to Broadway is closed to vehicular traffic and becomes an inviting pedestrian path to the proposed Town Square. Belden Street is realigned between New Market and Walnut Streets, becoming an extension of Church Street.



Street Design Improvements

Both Market Street and Broadway are designated New Jersey State Highways as they pass through Salem’s town core. Clearly, current conditions reflect an approach to road design that does not take into account their in-town location. Fortunately, today’s generation of transportation planners recognize the important role street design plays in creating livable communities. At the same time, the analysis that transportation planners use to design street networks has been re-oriented to focus on movement efficiency rather than speed. A win-win situation is the result. Road networks are designed to both contribute to making better communities while traffic flow is made more efficient. The transportation element of the Revitalization Master Plan addresses this in detail.

Throughout the town core, street travel lanes are proposed to be set at a standard width of twelve feet (12’). Everywhere practicable, streets are lined on both sides with eight foot (8’) wide parallel parking lanes. At all intersections and at mid-block locations, pedestrian crossing is facilitated by providing sidewalk “bulb-outs” projected across the parking lanes, to narrow the effective crossing distance.

For both Market Street and Broadway, the Town Core Plan proposes another significant street design improvement. Both roadways are very wide, allowing ample opportunity for reworking travel lanes, increasing parking and providing a median to assist pedestrian crossing. In most locations, an eight foot (8’) wide median is proposed. Medians can be constructed in a number of ways to accommodate specific conditions. A flush median constructed with a contrasting paving material allows unrestricted turning while narrowing the roadway to “calm” traffic. Raised medians can accommodate decorative plantings and provide paved crossing islands at corners and mid-block.

Along the main retail section of Broadway, between Fifth and Seventh Streets, the Plan provides back-in angled parking to maximize street parking. Back-in parking is regarded as the safest street parking approach because, as with parallel parking, backing occurs while vehicles are in the travel lane and easy to see. Pulling out requires only forward travel.



Parking

In addition to street parking improvements, the Town Core Plan provides increased parking in all three Revitalization Zones. At the interior of the blocks in each Zone, a site is designated for construction of a multi-level parking deck. This approach is similar to the arrangement already existing on Block 14, where parking for the County complex is provided behind the buildings. The plan shows four-story parking decks, resulting in structures that are about thirty-five feet (35') tall. Also, on Blocks 322 & 323, existing surface lots are consolidated.

The combination of increased street parking, constructing new parking decks, and consolidating surface lots substantially increases the parking available in the town core. On each block and overall, a parking ratio of approximately two point five cars per one thousand square feet (2.5/1000 s.f.) of gross floor area is achieved. This ratio is quite intentional. For mixed use/flexible use town settings, a ratio of 2.5/1000 s.f. works well. For many individual uses, like retail and office, higher ratios are usually desirable. However, experience has shown that shared parking in mixed use settings allows greater parking efficiency, saving both space and cost.



Streetscape

One way of viewing towns is to differentiate those elements that are controlled by private individuals from publicly-accessible properties. Frequently, public space is thought of only in terms of open spaces, such as parks and plazas. But statistically, especially within town settings, the vast majority of public land is occupied by streets. Both vehicular travel ways and pedestrian sidewalks belong to the “public realm.” Designing “streetscape” to have character appropriate to the town setting is important work.

The first job of streetscape design is to create a pedestrian-friendly environment. The quality of the pedestrian experience has the greatest and most direct impact on how people feel about their overall town experience. Sidewalks are the “exterior rooms” we occupy while in town.

Because of their great impact, and because they are publicly owned, streetscape improvement projects are usually given a very high priority in revitalization efforts. Salem is a good demonstration of this. Decades ago, when the Market Street Historic District was first designated, streetscape upgrades were undertaken to great effect. The success of the Market Street improvements is still visible today. More recent upgrades to the streetscape on Broadway have also had a dramatic impact on the character of the retail town core.

The previous streetscape programs provide a very substantial armature on which to build an even more complete and favorable pedestrian environment. By far the biggest challenge remaining is to make street crossings work as well as the sidewalks do now.

The second challenge is to address streetscape elements that have not yet been incorporated into the upgraded streetscape design. Two examples may serve to illustrate what remains to be accomplished.

Particularly on Broadway, the recent streetscape upgrades are rather overwhelmed by the utility poles with “cobra-head” streetlights that were not upgraded. The low-scale pedestrian features were corrected; the taller poles, wires and lights were ignored. A program to remove utility poles from Broadway in the town core could be financially feasible at some point in the revitalization effort. Power and communications wiring to sites on Broadway could be relocated behind the lots, running along the extensions of Center Drive and Hedge Street. It might even be feasible to underground the utilities when the new roadways are established behind the lots on Broadway.

Also along Broadway, brick sidewalks with pedestrian light poles and street trees have set the stage. What the pedestrian environment lacks is enough of the main event. Now that people have been welcomed onto the sidewalks of the retail core, what are they going to do there? Where is the reward? Typically, it comes from storefronts and street furnishings. The National Trust’s Main Street Program and the New Jersey Main Street Program have excellent resources for working with local business operators, helping them spruce up their stores and offer more enticing and rewarding window displays. Awnings and street furnishings help to extend the activity from inside the shops out onto the sidewalks. The broad sidewalks of Broadway offer almost limitless possibilities.



Open Space

There is quite a substantial amount of open space in the town core. Unfortunately, little of it is the kind of open space that contributes to the vitality of town life. Much of the open space is “un-programmed,” vacant or underutilized land. As idle hands are the Devil’s workshop, idle land is the bane of towns. Every acre of land, including open space, needs to be put to appropriate use or creating vitality in the town core is hampered. Vacant lots are as problematic as vacant buildings.



The character of open space can, and should, range from natural landscape to paved plazas. With its many waterways close to town and wetlands within town itself, Salem is very fortunate to have plenty of opportunities for including natural settings within easy reach. In addition, the character of the town core is sufficiently urban in character that “hardscaped” plazas, like Fenwick Plaza, add an important element to the townscape.

The town core would benefit from an organized strategy for the use of open space. Often, open space is categorized in terms of “passive” and “active” recreation. Different age groups need different types of open space. Children need fenced play areas with deep carpets of wood chips, elderly residents sunny plazas with benches clustered for conversation. Placing them next to each other makes both more interesting.



Town Square

Where would Salem’s population spontaneously gather to celebrate winning the State Championship? Where downtown would two teenagers agree to meet after school that is both safe and welcoming? Where will the podium be erected when the Governor visits Salem to acknowledge the success of Main Street revitalization efforts?

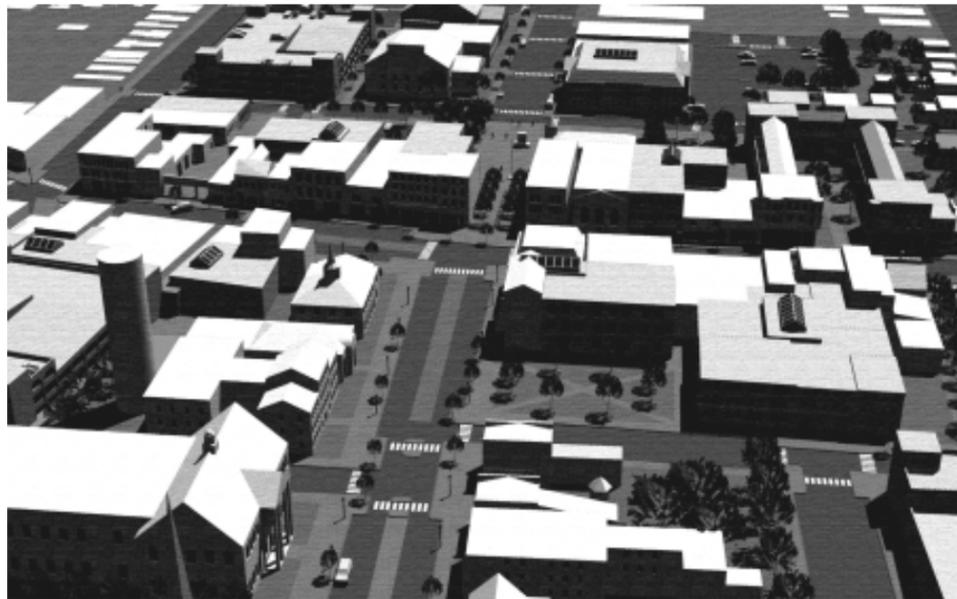
The intersection of Market Street and Broadway defines the center of town; but where is the central public-gathering space? Salem needs a Town Square that looks and feels like the heart of the community. It should be open and welcoming to all. It should say “Salem.” It is not Martin Luther King, Jr. Park. MLK is too small and isolated – its location is not associated with other defining elements of Salem’s community and lacks synergy with adjacent sites.



The Town Core Plan proposes a new Town Square surrounding the Municipal Building in the south revitalization zone. The Municipal Building is one of Salem’s great architectural treasures. Giving it a suitable setting would be an important step to revitalizing the entire area south of Broadway. Intended to accommodate both passive (benches) and active (band shell) recreation, the character for the proposed Town Square is envisioned as a hardscaped urban park.

Closed to vehicular traffic, the north termination of New Market Street would be transformed into a pedestrian plaza linking the Town Square to Broadway’s retail storefronts. New Market Street would become a more suitable location for municipal facilities, social services, and cultural activities. (The Plan suggests building the Salem Cultural Center at the corner of Hedge and New Market Streets.)





MLK Park

Martin Luther King, Jr. Park does not have the size or location to work as Salem’s Town Square. However, in the context of redeveloping Block 13, MLK Park continues to provide value as green space in the town core. On the Town Core Plan, MLK Park will create a setting for the infill developments on the Garwood House and Hitchner’s sites and serve as the principal pedestrian route to Market Street from the proposed parking structure within Block 13.

Old County Courthouse & New Johnson Hall Green Spaces

There are two public green spaces on Block 14 among the County facilities: the small green in front of the Old County Courthouse on the corner of Market Street and Broadway, and the deep yard in front of New Johnson Hall adjacent to the First Presbyterian Church. (The north side of the Presbyterian Church site is also a green space that is part of the church grounds.)



Even though it is quite simple, the Old County Courthouse Green is perhaps Salem’s best urban park. The flagpole and cannon define it. The benches built into the surrounding brick wall are a wonderful detail. The adjacent Firehouse should take better advantage of its location facing onto Courthouse Green. (The old Union Fire Company Number One Firehouse would be a great site for Salem’s Visitor Center.) The Town Core Plan suggests that the surrounding streetscape be designed in better harmony with the Green, paying more attention to the location and design of signs, streetlights, traffic signals, etc.

Like the Town Square, the landscaped area in front of New Johnson Hall should function as the County Square, accommodating brown-baggers at lunchtime and being an appropriately ceremonial setting for small-scale County government events. The Town Core Plan suggests an approach that transforms the existing green space from a “yard” to a “courtyard.”





Friends Meeting House Grounds

The building and grounds of the Friends Meeting House should be one of the most important historic sites in the town core. The history and architectural merit of the site demands it. More needs to be done to incorporate the site into the town fabric. The grounds and landscaping do little to accentuate the building or enhance the visitor's experience. As it is today, visitors are left wondering whether the site is open to the public at all. The Town Core Plan upgrades the Friends Meeting House and grounds into an historic park. The site is linked with the pedestrian pathways linking West Broadway to the mid-block parking structure.

Veterans' Memorial Park & Fenwick Plaza

The new block structure created by closing the north end of New Market Street, creating the Town Square, and extending Hedge Street to Walnut Street, creates a "super-block" that will become Salem's densest and most urban location. Therefore, the open spaces are also Salem's most urban location.

The Town Core Plan suggests a way of combining Veterans' Memorial Park with Schaefer's Hotel (Colonial Square Apartments). The park becomes the courtyard between the existing apartment building and a matching new wing. Veteran's Memorial Park becomes a space shared by residents and the public. The plan also reinforces a pedestrian connection from Memorial Park to Hedge Street and the adjacent Town Square.

Fenwick Plaza would stay in its present condition. However, its open end facing the interior of the block would connect to larger, more organized, parking and connect with the streetscape network serving the new Town Square.





Infill Development

The highest priority for generating new activity in Salem’s town core is finding practical ways to utilize all the space in buildings along Broadway. Fenwick Plaza offers an excellent model of what to do. Fenwick Plaza works by clustering several lots and adding shared modern features, like elevators and climate control systems, on a scale that makes rehabilitation feasible.

The Town Core Plan proposes a number of such “infill cluster” developments along Broadway. The Plan suggests a sufficient number to rehabilitate all buildings on Broadway. The specific clusters suggested are entirely hypothetical, without regard to either ownership patterns or space needs for specific users. However, they do suggest that such a strategy can and should work.

A strategy for infill cluster development could accomplish three objectives. First, all existing upper floor space can be made accessible via new shared elevators and stairs. Second, the

amount of floor area within each cluster would be sufficient to help amortize costs of new systems and give the rehabilitated space market appeal to a wider array of potential space users. Third, each cluster has the potential of overcoming existing life safety deficiencies by providing fire suppression systems and proper egress facilities.

Salem is fortunate that New Jersey has adopted one of the most flexible and workable rehabilitation codes in the nation. The New Jersey Rehabilitation Code recognizes that re-using existing structures, especially historic ones, requires flexibility. The code seeks “equivalency” rather than full compliance with modern codes.

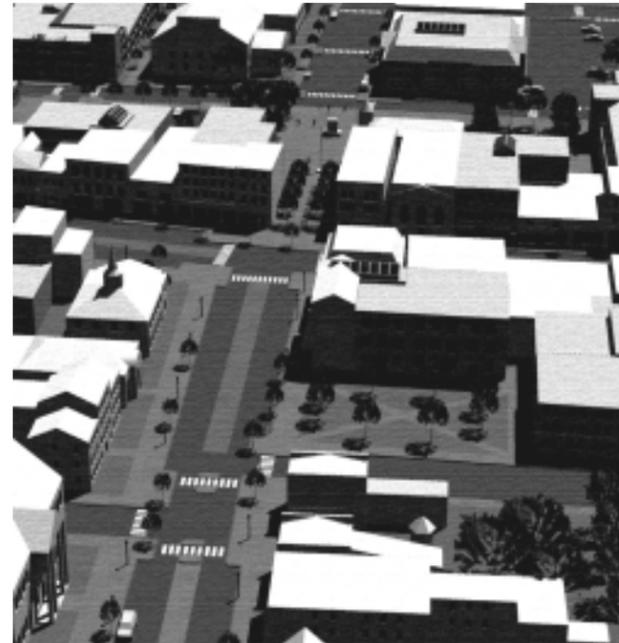
For each site along Broadway, it is reasonable to assume that the following features would be required in the design of infill cluster rehabilitations: elevators, fire stairs, fire suppression, electrical power, lighting, tele-data, climate control, improved building envelopes, seismic reinforcement.

The following summarizes the infill cluster developments illustrated on the Town Core Plan.





Hitchner's Cluster – By replacing the existing single-story building behind Hitchner's with a multi-level addition, as many as six properties along West Broadway could be rehabilitated around a new shared access and utility core.



Garwood House Cluster – With the construction of a multi-story addition facing onto MLK Park, existing buildings wrapping the corner of Market and West Broadway, from Garwood House to Salem Oak Title Agency, could be rehabilitated.



East Broadway Cluster - The buildings along the north curb of East Broadway, located between the Old County Courthouse and Friends Meeting House, present the most difficult challenge for creating a workable infill cluster development. The Town Core Plan shows a scheme linking the proposed parking structure along the rear of the entire block with a corridor tied to the elevator and stair cores serving the parking. Within this combined cluster are three significant additions, each linking a number of lots along Broadway:

- The Firehouse, the Dunn Building (Salem Antiques) and the Bassett Building
- Salem Community College, H&R Block and Pat's Pizzeria
- Jack's Men's Shop, NAACP and New Jersey Legislative Office





Schaefer’s Hotel (Colonial Square Apartments) Cluster – Mirroring the plan of Schaefer’s Hotel, the Town Core Plan proposes an addition that rings the cluster around a courtyard including Veterans’ Memorial Park.

“Bank Row” Cluster – By constructing a new building on the Sun Bank parking lot, a cluster development captures upper floor space in all the buildings between Schaefer’s Hotel (Colonial Square Apartments) and New Market Street.

Nelson House Cluster – A multi-level addition behind Nelson House captures upper floor space from Washington Hall and Parker Jewelers.

Finlaw Building Cluster – Rehabilitation of the Finlaw Building captures upper floor space to Fenwick Plaza.





Fifth Street Plaza Site – The existing “strip mall” site represents the largest potential development site within Salem’s town core. The Plan subdivides the site with a street network, producing two building sites and an interior site for the proposed parking structure. These sites provide the best opportunity for attracting new large-scale space users into downtown Salem.



Grant Street Site – On a parcel contiguous with other County buildings on the block, this site is intended to accommodate future expansion of County government offices in downtown Salem.

Development Sites

Implementing a full complement of infill cluster developments along Broadway will make available a very substantial supply of space for expanding residential, commercial, civic and cultural activities. But, what about potential space users whose needs are simply not met by the floor plate limitations of existing buildings? How can Salem meet the needs of a company wanting a new 100,000 square foot building and still help to reinforce the town core? The answer is by providing new development sites within the town core where they make sense from a town planning standpoint.

The Town Core Plan identifies a number of sites with substantial development potential, all of which contribute to reinforcing downtown. The proposed development sites follow Salem’s historic town patterns. They are intended to be zoned for mixed use/flexible occupancies. They reinforce the street grid. They incorporate building types consistent with the architectural character of Salem’s historic districts.

The following summarizes the new development sites shown on the Town Core Plan.





Chestnut & Hedge Streets Site – The suburban character of the existing Franklin Savings Bank building is, frankly, inappropriate to its location within the town core. However, with so much need for revitalization, the Town Core Plan must recognize the value of buildings like the Franklin Savings Bank that are contributing activity. The Plan turns the parking lot and drive-thru behind the bank into a development site for a small-scale building located on a transitional site.

Hedge Street Site – A single building site is available along the extension of Hedge Street. It would be a good site for a small-scale professional office and residential structure.

New Market & Hedge Streets Site – The row of buildings along the west curb of New Market Street is intended to represent the home of the City of Salem government. Replacing the single-story structures, the Town Core Plan shows a new Salem Cultural Center and anticipates the renovation of the adjacent buildings for City offices.

New Market & Church Streets Site – By realigning Belden Street, a new building site is created at the east terminus of Carpenter Street, potentially for another social service or civic activity.

Walnut & Hedge Streets Site – A small building site is created at the end of the extension of Hedge Street. This site could be linked with the adjacent existing building. Potentially, both sites could form an extension onto Fenwick Plaza.





DOWNTOWN PLAN

City of Salem
New Jersey

Main Street **Revitalization Master Plan**

September 2003





HISTORIC ASSETS

Town Core Plan

LEGEND

-  Historic Buildings
-  Contributing Buildings

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





PATTERNS

Long-Range Vision

LEGEND

- Landmarks
- Town Core Revitalization
- Mixed Use
- Recreation
- Greenspace
- Parks
- Residential
- Redevelopment

City of Salem
New Jersey

Main Street
**Revitalization
Master Plan**

September 2003





PATTERNS

Town Core Plan

LEGEND

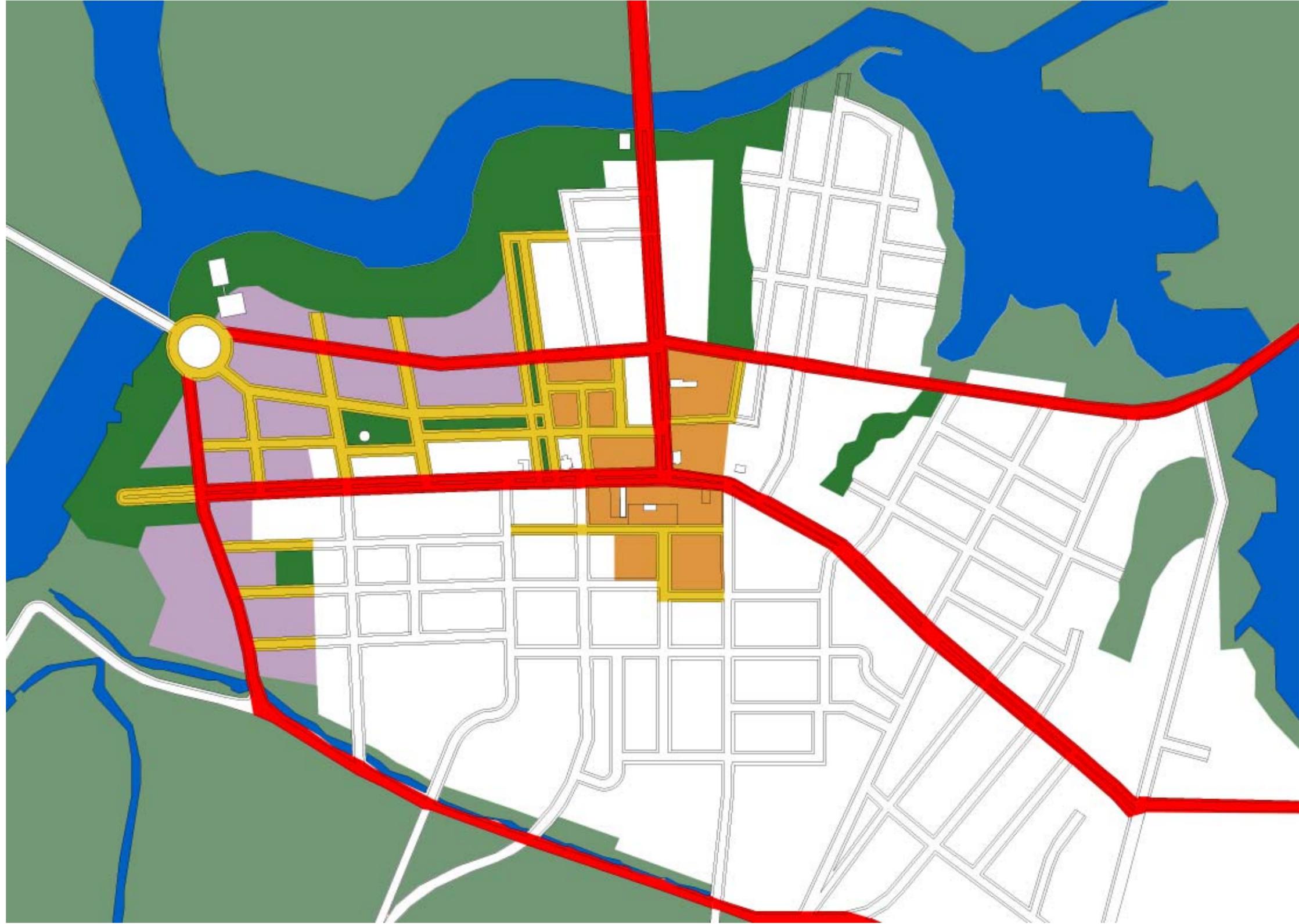
- Retail Core
- Mixed Use/Flexible Use
- Community
- Residential
- Civic
- Parking

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





ELEMENTS

Long-Range Vision

LEGEND

-  Roadway Upgrades
-  Town Core Revitalization
-  New Streets
-  Greenspace
-  Parks
-  Redevelopment

City of Salem
New Jersey

Main Street
**Revitalization
Master Plan**

September 2003





ELEMENTS

Town Core Plan

LEGEND

- Infill Cluster Development
- New Development Sites

KEY – Infill Cluster Development

- A. Hitchner's Cluster
- B. Garwood House Cluster
- C. Fire House – Salem Antiques – Bassett Building
Salem Community College – H&R Block – Pat's Pizzeria
Jack's Men's Shop – NAACP – NJ Legislative Office
- D. Schaefer House Cluster
- E. "Bank Row" Cluster
- F. Nelson House Cluster
- G. Finlaw Building Cluster

KEY – Development Sites

- 1. Fifth Street Plaza Site
- 2. Grant Street Site
- 3. Chestnut & Hedge Streets Site
- 4. Hedge Street Site
- 5. New Market & Hedge Streets Site
- 6. New Market & Church Streets Site
- 7. Walnut & Hedge Streets Site

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





OPEN SPACE

Long-Range Vision

LEGEND

-  Urban Park
-  Primary Pedestrian Corridor
-  Active Recreation
-  Passive Greenspace
-  Waterfront Park/
Waterfront Access

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





OPEN SPACE

Town Core Plan

LEGEND

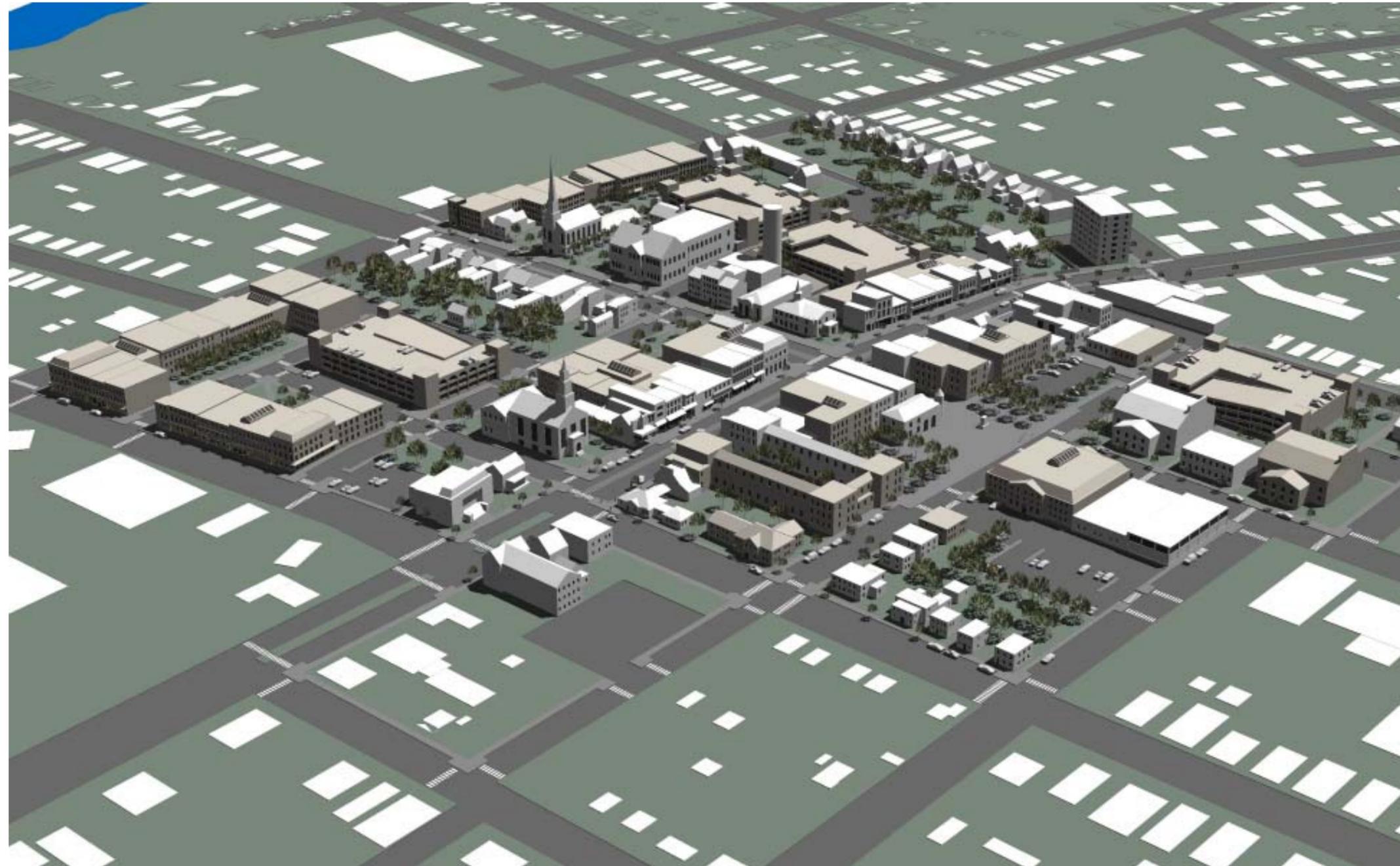
- Existing Landscaped Park
- Proposed Landscaped Park
- Existing Urban Park
- Proposed Urban Park
- Retail Core Streetscape
- New Pedestrian Streetscape

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





TOWN CORE OVERVIEW

View from the Southwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





TOWN CORE OVERVIEW

View from the Northwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





BLOCK 13

View from the Southwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





BLOCK 13

View from the West

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





MAIN STREET

View from the North

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





HITCHNER'S CLUSTER

View from the Northwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





BLOCK 14

View from the Southwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003



QUINN EVANS | ARCHITECTS





BLOCK 14

View from the Northwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003



QUINN EVANS | ARCHITECTS





1ST PRESBYTERIAN CHURCH

View from the West

City of Salem
New Jersey

Main Street
**Revitalization
Master Plan**

September 2003



QUINN EVANS | ARCHITECTS





BLOCK 322

View from the Northwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





BLOCK 322

View from the Southwest

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003





TOWN CENTER

View from the South

City of Salem
New Jersey

Main Street Revitalization Master Plan

September 2003

