

## IMPLEMENTATION

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The implementation of the proposed revitalization vision and planning strategies will require a multipronged effort including substantial efforts, participation and support from all interested parties.

A detailed action plan is included at the end of this section (*Table 5*), which lists available programs, tools and mechanisms that could be applied to the implementation of the recommended planning strategies. The action plan also lists initial steps, priority actions, and a proposed timeframe.

### Implementation Tools

The following is a list of the key programs and mechanisms that are applicable to the implementation of the proposed revitalization strategies:

- Assistance programs to homeowners facing risk of foreclosure.
- Business loans, façade and storefront improvement programs.
- Local neighborhood business and resident associations.
- Shared marketing and promotion initiatives.
- Technical and feasibility studies to initiate improvement projects.
- Zoning changes to support multi-family residential and mixed use development, and neighborhood businesses.
- Zoning mechanisms to allow for the redevelopment of large properties.
- Design guidelines aimed at maintaining the historical character, and improving the overall design and image quality of the district.
- Relocation tools to assist businesses interested in moving to a more advantageous location.

Descriptions of these tools and specific recommendations about their application to the revitalization of the Bridge Street Neck neighborhood are provided below.

### Homeowner Assistance Programs

The City of Salem offers access to a series of homeowner and homebuyer assistance programs through its Department of Planning and Community Development. Information on these programs is posted on the City's website, which also provides links to additional state and federal resources. The list of available programs includes the following:

- First Time Homebuyer Down Payment Assistance Loan Programs
- Housing Rehabilitation Loan Programs (Owner-Occupied and Landlord programs)
- Get the Lead Out Program
- Foreclosure Prevention, Predatory Lending and Legal Resources

Additional information on available resources for housing revitalization and stabilization is provided in *Section 4*, *Appendix A* and *Appendix C* of this document.

## **Business Assistance Programs**

The City of Salem offers access to a series of small business assistance programs through its Department of Planning and Community Development. Information on these programs is posted on the City's website, which also provides links to additional state and federal resources. Available programs include the following:

- Small Business Loan Program
- Storefront Improvement Program

Additional business development technical assistance is available through the following resources:

- The Enterprise Center at Salem State College
- Salem State College Small Business Development Center
- Salem Chamber of Commerce
- MassDevelopment
- Massachusetts Alliance for Economic Development
- North Shore Workforce Investment Board
- Small Business Administration

## **Neighborhood Associations**

It has become apparent through this planning process that the achievement of some of the recommended strategies will depend to a great extent on the shared effort and initiative of local residents and businesses.

Main Street programs throughout the nation have contributed to develop an organizational model that allows local businesses to work together in advancing shared goals and initiatives. These are always volunteer-driven efforts with the support and participation of a variety of public and private stakeholders. Successful and attractive business districts have been created and maintained through the years as a result.

The Bridge Street Neck business community is probably too small to initiate and maintain a Main Street program comparable to the one that already exists in Downtown Salem. However, a local business association, or a business committee of a neighborhood association could join the efforts of several individuals into a more powerful outreach to accomplish the neighborhood vision (e.g. a business association could "adopt" certain public spaces in need of beautification and maintenance, or it could organize a jointly sponsored street festival in the summer to attract visitors and potential new customers).

In a similar manner, residents could work together through a neighborhood association to advance and achieve neighborhood improvement goals, such as the recommended streetscape improvements and desired beautification of residential areas (e.g. neighbors could get together to plant flower beds along East Collins Street, Collins Cove Playground and other locations in the neighborhood).

## Shared Marketing and Promotion

Marketing the inherent qualities of the Bridge Street Neck as a residential neighborhood and local business district, and its potential to become an even better and more livable neighborhood is one of the plan recommendations that has been repeated often during the planning process.

The City could market residential opportunities in the Bridge Street Neck and other parts of the city through its website, possibly with the assistance of MassHousing, as part of the recommended housing revitalization strategies discussed in *Section 4* of this document.

A neighborhood business association could be proactive in marketing the local businesses through shared advertising, funding and maintenance of local wayfinding signage, the organization of festivals or events to attract visitors, and other promotional activities.

## Zoning Mechanisms

Zoning is the regulatory tool that allows municipalities to control and manage land use. The following zoning recommendations are proposed for the implementation of this plan.

### Changes to Current Zoning

A detailed description of the current zoning in the Bridge Street Neck neighborhood is provided in *Appendix A* of this document. A total of nine zoning districts and one overlay district are located within the planning area, and are shown in *Figure A9*.

A review of the current zoning as it applies to the Bridge Street Neck is recommended in order to provide for a more consistent distribution of neighborhood compatible uses throughout the planning area. In particular, the application and geographical distribution of business districts should be reviewed, and modified if needed in order to enhance business compatibility with the neighboring residential areas.

The following changes to the current Zoning Map and district allocation are proposed:

- Change zoning in the areas currently designated as Wholesale and Automotive (B4) district to Business Neighborhood (B1) district designation. As the name indicates, the B4 district is intended for businesses that require large lots and open space storage areas such as wholesale and automotive service, repairs and trade. The B4 district does not allow for residential uses.

The proposed revitalization vision for the neighborhood is one of a mixed use, walkable neighborhood with a stable residential community and compatible commercial businesses. The assessment of market trends and conceptual development feasibility studies indicate that infill residential and moderate-scale multi-family residential development could be an appropriate and desirable use at these locations. Changing the zoning designation from B4 to B1 district would allow for a mix of residential and

neighborhood-scale commercial uses that would be more appropriate and compatible with the adjacent residential areas.

Although the existing businesses that could be affected by this zoning change would be able to remain on location as nonconforming uses, the new zoning designation would allow for the future use of those parcels to be more compatible with the surrounding neighborhood.

- Expand the current Business Neighborhood (B1) district to include the properties currently occupied by the Coffee Time bakery and the Mobile gas station at the intersection of Bridge Street and Pearl Street. These properties are currently zoned as Residential Two Family (R2), which renders them as non-conforming uses and consequently hinders their possibilities to alter, expand or reconstruct their facilities at their current location.

*Figure 6* represents the modified Zoning Map that would result from these proposed changes should they be reviewed and found appropriate for adoption through a public rezoning process.

#### Planned Unit Development

Planned Unit Development (PUD) is a “floating zone” mechanism available under Section 7-15 of the Salem Zoning Code. This means that it could be applied to any site as long as it meets a set of criteria described in Section 7-15, independently of the underlying zoning or basic zone district designated in the map. One of the key criteria for application is a requirement that the site area be the lesser of 60,000 sf, or five times the minimum lot size of the zoning district that the property is in.

The purpose of the planned unit development district, according to Section 7-15 is to allow for various types of land use to be combined in a compatible relationship with each other as part of a totally planned development. PUDs are intended to ensure compliance with the master plan and good zoning practices while allowing certain desirable departures from the strict provisions of zoning classifications (e.g. the PUD review process could allow for changes to setbacks, residential densities higher than the ones allowed by the code, shared parking solutions, and other reasonable variations from the standard provisions as long as it is demonstrated during the process that no detrimental impact is caused). Zoning approvals are granted by the Planning Board through a Special Permit.

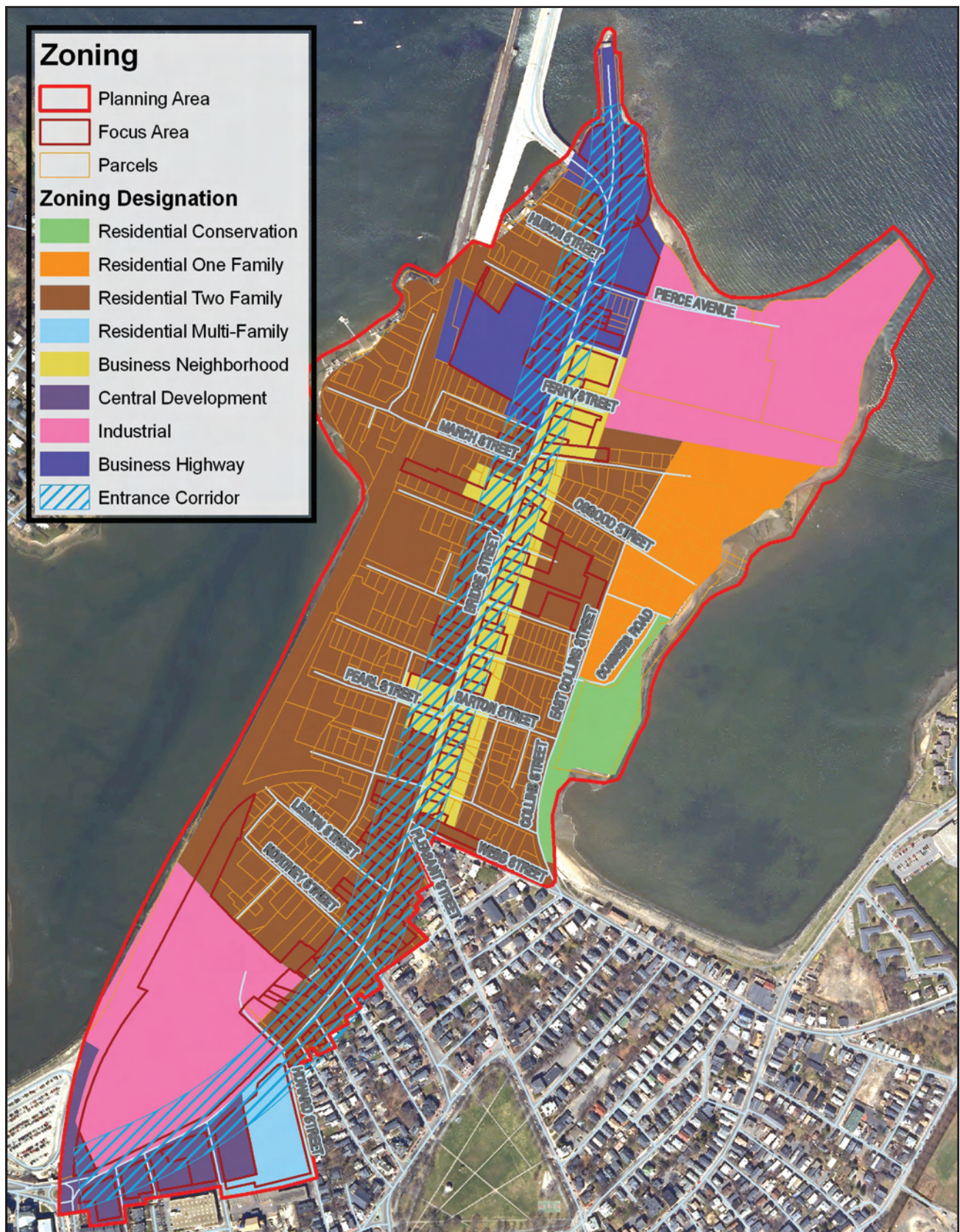
#### **Special Public Interests and Innovative Zoning Tools**

The City may consider establishing and using special zoning tools to accomplish certain objectives associated with some commercial properties in the Bridge Street Neck neighborhood. In particular, there are several public interests that may not be met if traditional zoning is applied.

- Advantageous relocation – In some instances in the neighborhood, existing commercial uses are located on sites that are not fully compatible with adjacent and nearby uses.



FIGURE 6: PROPOSED ZONING MAP



- Business retention – In some cases, relocation of existing businesses could unlock redevelopment of certain sites, and the resulting shift in use would have positive benefits in terms of quality of life and property values for nearby residential properties. However, the City benefits from the employment and tax base associated with existing businesses. If zoning can provide incentives for businesses to relocate to other more suitable sites within the neighborhood or within Salem while the original site is redeveloped, then the public interest would be well served.
- Productive and compatible interim use of existing properties – In view of the existing market conditions but with the prospect of higher value redevelopment as conditions improve, property owners have an interest in holding onto land and buildings with minimal improvements. In some cases, the property owners can afford to hold onto the land and buildings with minimal business income, while they await changes. This tendency results in unsightly and underutilized buildings that detract from the attractiveness of the area and depress values for other nearby properties. A mechanism that incents higher quality interim uses and property improvements would have both direct and indirect economic and community benefits that are clearly in the public interest.

There are several methods that might be employed to help meet the purposes of advantageous relocation, business retention, and productive interim use of properties. The City should consider special zoning programs such as the following:

#### Contract Zoning

“Contract zoning” refers to a practice through which a property owner and the City establish a binding contract that fulfills clear public purposes, and which accompanies a zoning change that is also advantageous to the owner of the site and the City. This mechanism can allow the City to advance very specific priorities and opportunities. It is essential to note that, once granted, the zoning becomes established as the governing regulatory standard, even if the owner does not fulfill the obligations in the contract. For this reason, the contract must be carefully drafted, so that the contract enforcement methods are contained within it and are separate from the zoning itself.

Contract zoning might be applied as part of the Bridge Neck Neighborhood improvement initiative in several ways. One scenario could involve the establishment of a contract in association with the conditions required from the proponent for the approval of a PUD Special Permit. Another scenario might be as follows:

- Step One: Establish a special Commercial Property Improvement category as a “floating zone” – This zone designation would be eligible for properties that meet certain standards, such as location within the Bridge Street Neck neighborhood, proximity to residential properties. The floating zone would specify the public interests in providing for relocation and redevelopment of eligible properties. The zoning provisions would provide for the ability to redevelop the property for other desirable uses such as housing, mixed-use commercial, or other commercial uses deemed more productive and compatible with the neighborhood.

- Step Two: Negotiations – The City would negotiate an agreement with the owner that would accompany a change in zoning designation for the property to the new “Commercial Property Improvement”. This agreement could provide terms and conditions in the public interest, such as relocation of the business to another site within the neighborhood or the City, provision for productive interim use, provision of interim property and site improvements, or the like. Performance requirements such as bonding to allow the City to undertake interim site improvements if the owner does not perform as expected would be built into the agreement.
- Step Three: Simultaneous Approvals, Zone Change and Contract – Once the negotiations are complete, the City would need to simultaneously approve the zoning change and the negotiated contract with the property owner.

#### Special Bonus Provisions

Similar purposes might also be achieved through special bonus provisions that address the public interests in productive relocation and interim uses. It may be possible to create an overlay zoning district for this area of the City that would provide enhanced benefits (such as increased density) if the property owner provides for business relocation within the City, for example, or provides for interim property improvements as a condition of approval of a bonus. This approach would need to carefully calibrate the scale and type of density or use bonus to ensure that the outcome would also be appropriate for the neighborhood and clearly in the public interest.

#### MGL Chapter 43D

Consideration was made about the applicability of Chapter 43D to the Bridge Street Neck neighborhood. Massachusetts General Laws, Chapter 43 (c.43D) is a state law and grant program that allows communities in Massachusetts to designate priority development sites and establish rules and regulations to streamline the permitting process. After a review of the criteria that apply to the designation of a 43D District, it was concluded that the Bridge Street Neck neighborhood and the recommended revitalization strategies do not match the criteria necessary to participate in this program.

#### **Design Guidelines**

Design guidelines, as their name indicates, are intended to guide the design expression and quality of physical improvements (such as buildings and landscaping) toward the achievement of certain aesthetic goals specific to a particular location. These goals may include the protection of an existing design character.

#### Commercial Design Guidelines

The City of Salem has prepared and enacted Commercial Design Guidelines to encourage the highest quality design in its commercial areas. These guidelines apply to the Bridge Street commercial area through an Entrance Corridor Overlay District, which extends through the entire length of Bridge Street. The guidelines are focused on



signage, parking lots, fences and new nonresidential construction over 2,000 sf. These guidelines are used by the Department of Planning and Community Development (DPCD), the Building Department, and the Planning Board during the project review and approval process.

An overview of the guidelines indicates a strong focus on traditional urban design qualities and architectural features characteristic of a historic center such as Downtown Salem. A similar focus is used in regard to the use of materials, signage and lighting. While this approach has proven to be very appropriate and successful in the downtown, it raises questions regarding its applicability to Bridge Street and, in particular to the envisioned restaurant “cluster” north of Pierce Avenue. This area is zoned as a Business Highway (B2) district, and includes businesses located on the waterfront. Some of the guidelines, such as the placement of buildings close to the street and the traditional design character of downtown storefronts may need to be qualified when they are applied to these buildings (e.g. the restaurants located along the waterfront would benefit from expanding toward the water and the harbor views, not toward the street).

Also, some of the guideline provisions concerning high quality materials and finishes could result in costs higher than what might be reasonably affordable to some of the smaller property owners, even with the assistance of the City of Salem Storefront Improvement Program, which offers matching funding grants up to \$5,000 to eligible projects for storefront and signage improvements.

A review of the applicability of the Commercial Design Guidelines to Bridge Street business is recommended, working together with the existing businesses in order to determine which guidelines are appropriate to the local business character and which may need to be reconsidered. The following suggestions could inform the courses of action to be chosen by the City, depending on the results of the review:

- Waiving some of the guideline requirements for the Bridge Street neighborhood businesses (to ease cost of improvements).
- Writing alternative design guidelines that would specifically address the particular location and design character of the waterfront parcels.

#### Neighborhood Preservation District

The Bridge Street Neck neighborhood has enough historic character and resources to possibly enable the creation of a Local Historic District (LHD). This would provide a basis for a historically based neighborhood design expression, which could in turn contribute to define and enhance the neighborhood’s historic identity. However, the tight regulatory controls empowered to Local Historic Districts have made this an unpopular idea with many neighborhood residents. In search of an alternative, the City has been studying innovative tools for neighborhood character preservation, such as the Neighborhood Preservation District (NPD).

The establishment of a NPD in the Bridge Street Neck was considered a few years ago, but it didn’t become implemented at the time. Perhaps this is a good time to revisit the initial NPD study and reconsider its application to the Bridge Street Neck, in order to create guidelines for the protection of the neighborhood’s historic character. A NPD



would allow a good amount of flexibility and choice for local residents in the selection of the specific design features that should be protected.

The possibility of using the NPD as a vehicle for the creation of neighborhood-specific design guidelines for commercial properties (as a complement or a substitute to the existing Commercial Design Guidelines) could also be explored during the preparation of the guidelines.

### **Action Plan**

*Table 5* in the next page lists the available programs, tools and mechanisms that could be applied to the implementation of this plan, and a proposed timeframe for completion.

Table 5. Action Plan

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>HOUSING REVITALIZATION</b>					
Stabilize the local housing market through a coordinated property owner assistance and marketing effort	<ul style="list-style-type: none"> <li>• Assist homeowners at risk of foreclosure</li> <li>• Assist new owners in rehabilitating foreclosed properties</li> </ul>	<ul style="list-style-type: none"> <li>• Orchestrate a multipronged effort to assist homeowners at risk of foreclosure and attract new resident owners</li> <li>• Focus information and enhance outreach within the community to identify opportunities such as homeowner assistance programs (e.g. North Shore Community Action Program, MassHousing purchase and rehabilitation loans for eligible families)</li> <li>• Provide access and education regarding City and state sponsored homeownership and home rehabilitation programs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Salem Department of Planning and Community Development (DPCD)</b></li> <li>• Salem Problem Property Teams</li> <li>• Local lenders</li> </ul>	<ul style="list-style-type: none"> <li>• North Shore American Dream Down Payment Initiative</li> <li>• The Massachusetts Housing Partnership (MHP) MassHousing programs</li> <li>• Neighborhood Stabilization Program</li> <li>• Historic Preservation Tax Credits</li> </ul>	<b>Immediate Action</b>
Support a healthy real estate market that has a diverse mix of housing prices, housing types and low vacancies	<ul style="list-style-type: none"> <li>• Attract new residents to available housing</li> </ul>	<ul style="list-style-type: none"> <li>• Market the neighborhood as an opportunity for first-time buyers</li> <li>• Coordinate marketing efforts to bring new buyers, lenders and partners</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• MHP</li> <li>• Local realtors</li> </ul>	<ul style="list-style-type: none"> <li>• “Buy Worcester NOW” (example)</li> <li>• Special lending programs (MassHousing)</li> </ul>	Short Term (1 to 2 years)

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>HOUSING REVITALIZATION</b>					
Support the development of neighborhood-scale new housing	<ul style="list-style-type: none"> <li>• Support the development of low-rise multi-family/infill housing</li> <li>• Allow the conversion from commercial to residential use in appropriate locations</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake zoning and regulatory changes to allow mixed use and residential development along Bridge Street (e.g. change zoning from B4 to B1 district)</li> <li>• Consider special zoning strategies to promote appropriate and economically beneficial redevelopment (e.g. contract zoning)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Property owners</li> </ul>		Short Term (1 to 2 years)
Reduce unsightly housing conditions that impact the overall appearance of the neighborhood	<ul style="list-style-type: none"> <li>• Improve deteriorated properties</li> </ul>	<ul style="list-style-type: none"> <li>• Work with property owners to seek grants, financial assistance when possible</li> <li>• Set up programs to help renovate foreclosed property</li> <li>• Help at-risk residents to seek loan modifications</li> <li>• Undertake additional, focused code enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>City of Salem:</b> <ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• DPCD</li> <li>• Building Department</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood Stabilization Program</li> <li>• Massachusetts Foreclosed Properties Program (not approved yet)</li> <li>• Making Home Affordable Program</li> </ul>	<b>Immediate Action</b>

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>COMMERCIAL REVITALIZATION</b>					
Promote the improvement and commercial redevelopment of sites with location advantages such as visibility, size and proximity to the water	<ul style="list-style-type: none"> <li>• Support enhanced business and restaurant clusters along the waterfront</li> <li>• Promote additional hospitality uses (hotel/motel/bed &amp; breakfast)</li> <li>• Enhance waterfront access and amenities</li> </ul>	<ul style="list-style-type: none"> <li>• Work with business owners to identify potential for improvements and need for technical/financial assistance</li> <li>• Promote shared strategy for marketing, waterfront amenities</li> <li>• Work with business/property owners to provide public access along the water</li> <li>• Create partnership for funding and building 1st phase of walkway along waterfront (from planned park at the end of Bridge Street to the 99 restaurant)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD and Salem Chamber of Commerce</b></li> <li>• Business owners</li> </ul>	<ul style="list-style-type: none"> <li>• Business Loan Program</li> <li>• Storefront Improvement Program</li> </ul>	Mid-Term (3 to 5 years)
Enhance the attractiveness and success of the waterfront area through new investment in a cluster of restaurants and destination uses	<ul style="list-style-type: none"> <li>• Create a focused redevelopment strategy suited to this tightly constrained area</li> <li>• Coordinate public access and use of the new park and waterfront edge</li> </ul>	<ul style="list-style-type: none"> <li>• Create special zoning or other regulatory tools and processes to encourage redevelopment</li> <li>• Work with property owners to promote reinvestment</li> <li>• Work with property owners to create and implement a shared parking strategy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Business/property owners</li> <li>• National Grid</li> </ul>	<ul style="list-style-type: none"> <li>• Business Loan Program</li> <li>• Storefront Improvement Program</li> </ul>	Mid-Term (3 to 5 years)

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>COMMERCIAL REVITALIZATION</b>					
Improve the appearance of existing businesses properties	<ul style="list-style-type: none"> <li>• Undertake façade improvement</li> <li>• Improve signage</li> <li>• Improve landscaping of parking lots</li> </ul>	<ul style="list-style-type: none"> <li>• Review current design guidelines for commercial properties, and determine appropriateness with local business/property owners</li> <li>• Consider updating the design guidelines to incorporate guidance on the use of innovative materials and technologies (e.g. LED signs)</li> <li>• Reach out and work with interested property owners to achieve individual business results</li> <li>• Undertake additional code enforcement activities</li> <li>• Undertake outreach to educate business owners about existing programs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Business/property owners</li> <li>• Local lenders</li> </ul>	<ul style="list-style-type: none"> <li>• Business Loan Program</li> <li>• Storefront Improvement Program</li> </ul>	Short Term (1 to 2 years)

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>COMMERCIAL REVITALIZATION</b>					
Attract new small businesses and reinvestment in existing business properties	<ul style="list-style-type: none"> <li>Promote new infill businesses and reinvestment for neighborhood-compatible businesses</li> </ul>	<ul style="list-style-type: none"> <li>Create a promotional program for leasing and reinvestment by organizing collaborations among property owners and the commercial brokerage community</li> <li>Work with local property owners and technical assistance/business development programs to attract new businesses</li> <li>Assess the conformability of existing business properties and adjust zoning if needed to support viable businesses</li> </ul>	<ul style="list-style-type: none"> <li><b>Salem Chamber of Commerce</b></li> <li>DPCD</li> <li>Business/property owners</li> <li>Local lenders</li> </ul>	<ul style="list-style-type: none"> <li>Business Loan Program</li> <li>Salem State College Small Business Development Center (SBDC)</li> <li>Salem State College Enterprise Center</li> <li>North Shore Workforce Investment Board</li> <li>U.S. Small Business Administration programs</li> </ul>	Short Term (1 to 2 years)



Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>COMMERCIAL REVITALIZATION</b>					
Provide adequate and convenient parking for commercial uses	<ul style="list-style-type: none"> <li>• Protect and enhance the parking supply on- and off-street</li> <li>• Support the creation of shared and convenient parking</li> </ul>	<ul style="list-style-type: none"> <li>• Manage on street parking along Bridge Street to ensure availability of convenient parking for business customers</li> <li>• Initiate conversations with business owners and utility companies to identify opportunities for new parking locations</li> <li>• If agreement is reached, establish partnership to initiate technical parking studies and a shared parking strategy</li> <li>• Support shared parking solutions through zoning</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Salem Parking Department</li> <li>• Business/property owners</li> </ul>		Mid-Term (3 to 5 years)
Enhance amenities to attract visitors to the Bridge Street Neck area	<ul style="list-style-type: none"> <li>• Enhance waterfront access and activities, including provisions for transient boat access</li> <li>• Promote the organization of summer festivals, program activities at the new park</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake feasibility study for public amenities and recreational programming</li> <li>• Undertake feasibility study for boat access</li> <li>• Seek additional public funding of waterfront access and amenities</li> <li>• Work with neighborhood businesses and residents to organize program of activities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Salem Chamber of Commerce</li> <li>• Business/property owners</li> <li>• Local residents</li> </ul>		Short Term (1 to 2 years)

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>COMMERCIAL REVITALIZATION</b>					
Enhance commercial identity and wayfinding	<ul style="list-style-type: none"> <li>• Complement the existing directional signage along the Bypass road (Route 1A)</li> <li>• Provide wayfinding and informational signage</li> </ul>	<ul style="list-style-type: none"> <li>• Complement the existing directional signage along the bypass road (Route 1A) with signs directing to the Bridge Street businesses for vehicles leaving Salem</li> <li>• Create wayfinding and informational signage promoting the Bridge Street Neck businesses within the neighborhood and Downtown Salem</li> <li>• Provide identification signage at each end of Bridge Street for vehicles and pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Salem Chamber of Commerce</li> <li>• Massachusetts Highway Department (Mass Highway)</li> <li>• Business/property owners</li> </ul>		Short Term (1 to 2 years)
Promote and facilitate neighborhood business stewardship	<ul style="list-style-type: none"> <li>• Promote the creation of a neighborhood business association or working group that incorporates local businesses and property owners</li> </ul>	<ul style="list-style-type: none"> <li>• Continue working with local residents and business owners building upon the Working Group interaction generated during this planning process</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Salem Chamber of Commerce</b></li> <li>• Business/property owners</li> <li>• Ward II Social Club</li> </ul>		<b>Immediate Action</b>

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>COMMERCIAL REVITALIZATION</b>					
Work with businesses that could benefit from moving from less compatible to more compatible sites	<ul style="list-style-type: none"> <li>Promote and enable business relocation and site reorganization</li> </ul>	<ul style="list-style-type: none"> <li>Meet with property owners/businesses to consider opportunities and options</li> <li>Investigate mechanisms for technical/financial assistance and zoning incentives</li> <li>Investigate potential sites for business relocation within Salem</li> <li>Undertake zoning and regulatory changes to promote feasible redevelopment when market conditions allow</li> </ul>	<ul style="list-style-type: none"> <li><b>DPCD</b></li> <li>Business/property owners</li> </ul>		Short Term (1 to 2 years)

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>NEIGHBORHOOD IMPROVEMENTS</b>					
Expand streetscape improvements along side streets, once the Bridge Street improvements are completed	<ul style="list-style-type: none"> <li>• Provide for sidewalk improvements and landscaping where possible</li> <li>• Connect improved sidewalks to waterfront, shared path and open space network</li> </ul>	<ul style="list-style-type: none"> <li>• Seek and secure additional public funding and target local improvements in a strategic, step-by-step improvement program</li> <li>• Improve sidewalk conditions throughout the neighborhood</li> <li>• Study and implement traffic calming elements at selected locations along Bridge Street</li> <li>• Study the possibility and long term cost of undergrounding utilities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Salem Department of Public Works (DPW)</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 90 funding</li> </ul>	Mid-Term (3 to 5 years)
Expand and improve open space connections and amenities	<ul style="list-style-type: none"> <li>• Expand and improve open space along the water</li> <li>• Promote the creation of open space connections through new development</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the provision of bonus incentives through zoning in exchange for the creation of open space and public amenities</li> <li>• Seek and secure additional public funding</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• DPW</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 90 funding</li> </ul>	Mid-Term (3 to 5 years)

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>NEIGHBORHOOD IMPROVEMENTS</b>					
Extend pedestrian and bicycle access	<ul style="list-style-type: none"> <li>• Extend pedestrian and bicycle access along the waterfront</li> <li>• Extend pedestrian and bicycle access through potential new development</li> <li>• Seek opportunities to generate a network of interconnected bike paths/shared paths, building upon the planned extension of the bike path along Route 1A</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate feasibility studies to provide for public use and access where there are opportunities associated with zoning, Chapter 91 regulations or other methods</li> <li>• Study feasibility to extend the existing bicycle path from Webb Street north to Collins Cove Park, and to the planned park and open space at the end of Bridge Street</li> <li>• Improve signage and markings for the dedicated pedestrian and bicycle paths</li> <li>• Seek and secure additional public funding</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• DPW</li> <li>• Bike Path Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 90 funding</li> </ul>	Mid-Term (3 to 5 years)
Promote neighborhood stewardship	<ul style="list-style-type: none"> <li>• Establish a stewardship and leadership group through the participation of area residents, and create programs and activities at a neighborhood scale</li> </ul>	<ul style="list-style-type: none"> <li>• Build upon Working Group interaction generated during this planning process by convening a meeting of interested parties, and identifying leadership to move the stewardship effort forward</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Salem Bridge Street Neck Working Group</b></li> <li>• Local residents and business/property owners</li> </ul>		<b>Immediate Action</b>

Table 5. Action Plan (Continued)

<i>Concept/Strategy</i>	<i>Recommendations</i>	<i>Implementation</i>	<i>Implementing Parties (Bold Indicates Lead Organization)</i>	<i>Existing Programs/Potentially Available Resources</i>	<i>Timeframe / Phasing</i>
<b>POTENTIAL REDEVELOPMENT SITES</b>					
Support new development and renovations at key locations which could change because of their size, location, potential value and relationship to the surrounding neighborhood	<ul style="list-style-type: none"> <li>• Waterfront restaurant cluster</li> <li>• Brake &amp; Clutch site</li> <li>• Clipper Ship Inn</li> <li>• Former plumbing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Work with business/property owners to achieve shared goals and mutual benefits</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DPCD</b></li> <li>• Business/property owners</li> </ul>		<b>Market Driven</b>