Meeting Agenda

Welcome (Amanda Chiancola)

Introduction (Mayor)

Project Status (City)

1. Overview & Goals Recap (Sasaki)

2. Market Analysis (Landwise)

3. Report-back on Community Meeting No. 1 (City, Sasaki)

4. Big Picture Ideas & Discussion (All)

5. MassDOT R.O.W. (Sasaki)
Study Working Group

• Amanda Chiancola (City)
• Tom Daniel (City)
• Becky Christie
• Beth Debski
• Timothy Flynn (Councillor)
• David Hark
• Patricia Morsillo (Councillor)
• DJ Napolitano
• Lorelee Stewart
• David Surface

Working Group Meetings (2 of 3 held):
• Meeting 1 – Sept. 29, 2020
• Meeting 2 – Dec. 16, 2020
• Meeting 3 – TBD (late Jan. 2021)
Project Scope & Schedule

- Kick-off Meeting
- Establish project goals
- Corridor Visit
- Data Collection
- Base Materials Mapping
- Opportunities & Constraints
- Market Scan
- Development Program Scenarios

- Development Framework
- Land Use Program Scenarios

- Selection of Preferred Scenarios
- Development of Preferred Scenarios
- Draft Report
- Final Report

Existing Conditions Analysis & Market Scan
- Corridor Visit
- Working Group Meeting 1

Corridor Framework & Development Scenarios
- Community Meeting 1

Action Plan & Final Report
- Working Group Meeting 2
- Community Meeting 2
- Working Group Meeting 3
- Final Report

Jan 2021

Sept 2020 Oct Nov Dec
OVERVIEW & GOALS RE-CAP
City’s Goals for The Corridor Study

• Stakeholder dialogue on the future of the Corridor

• A community vision for the Corridor

• Representation of vision by consultant team

• Final report of the study
Community Mtg. 1 Questions / Discussion Points

What are the key issues confronting the Corridor?
What do you think is the right character for the Corridor?
How can the Corridor evolve to meet Salem’s future?
Challenges & Opportunities

• Traffic volumes, and turning locations, pedestrian & cyclist comfort

• Residential relationship to the Corridor (incl. potential new residential)

• Workplace needs, employment

• Land ownership (lands available for development)

• Broader connections outward

• Creating a stronger sense of place
Overlap of Parcels & Ecological Constraints

- Parcels under consideration
- Projects in permitting
- Projects underway
- Wetlands
- Wetland Buffer Zone
- Ponds/Streams
- Pond/Streams Buffer Zone

- Tropical Products
- DaVita Salem NE Dialysis
- Trader’s Way Development
- US Biological
- Overlook Acres
- Cinemaworld
- 44 Highland - Walmart
- 346, 358 Highland Ave
- 342 Highland Ave
- 1 Dipietro & 3 Swampscott
- 120 Swampscott Rd
- 15 Robinson Rd
- 346, 350, 358 Highland Ave
- 342 Highland Ave
- 346, 358 Highland Ave
MARKET SCAN & ANALYSIS
Retail, Commercial, Residential
What are they, and where should they go?

**Retail:** Supermarkets, stores, restaurants, services (gas stations, etc.)

**Commercial:** Offices, light manufacturing/workshop (eg. Technology Way businesses)

**Residential:** All types – single family to townhomes to mid-rise multi-family
# Highland Avenue Land Use Matrix - Summary

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Market Strength</th>
<th>Site Suitability</th>
<th>Economic/Tax Impact</th>
<th>Low Level of Competition</th>
<th>Low Level of Traffic Impact</th>
<th>TOTAL</th>
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* = Low Score  ** = Medium Score  *** = High Score

**Market Strength** - Landwise judgment of how healthy the market is for the given use in the Boston Metro and along the corridor

**Site Suitability** - How appropriate the use is for a typical site located along the corridor factoring in zoning, market requirements, visibility, site needs

**Economic/Tax Impact** - The ability for the use to create jobs and generate a net positive fiscal impact

**Low Level of Competition** - The level of competition in the local market/submarket for the specific use

**Traffic Impact** - The amount of traffic that will be generated from the target use
CASE STUDIES

OFFICE
Century Bank Headquarters
400 Mystic Ave., Medford
- Class A Office Building
- Year Built: 2005
- Building Space: 88,000 square feet, 5 stories
- Lot Size: 4.87 acres
- FAR: 0.42
- Parking Ratio: 3.0 / 1,000 SF
- Traffic Count: 22,000 VPD (2018)

A new 5-story 50,000 square foot building was built adjacent to the existing 3-story building. This building is located on Mystic Ave. in Medford, a similar corridor that is highly trafficked with a variety of uses.

MEDICAL OFFICE
Route 3A Medical Office Complex
221 Boston Rd., Billerica
- Year Built: 2019 (renovated)
- Building Space: 12,500 square feet, 2 stories
- Lot Size: 1.64 acres
- FAR: 0.17
- Parking Ratio: 5.5 / 1,000 SF
- Traffic Count: 32,000 VPD (2019)

This medical office building has 6 separate suites that can be combined for larger spaces if needed. It underwent extensive renovations in 2019, including an entire new façade. It is located on Route 3A in Billerica, a similar corridor with almost identical traffic counts to Highland Ave. (35,000 VPD).

LIGHT MFG / IND
Salem Glass
3 Technology Way, Salem
- Year Built: 2002
- Building Space: 64,000 square feet
- Lot Size: 4.4 acres
- FAR: 0.33
- Parking Ratio: 1.6 / 1,000 SF
- Traffic Count: 32,000 VPD (2020)

One of the most successful companies on Technology Way. Their success has inspired other similar companies to move, creating an industrial cluster at Technology Way.

RETAIL
St. Jean's Credit Union
370 Highland Ave, Salem
- Year Built: 2018
- Building Space: 7,200 square feet
- Lot Size: 1-acre lot
- FAR: 0.17
- Parking Ratio: 5.5 / 1,000 SF
- Traffic Count: 35,000 VPD (2020)

Built by Groom Construction (a Salem-based company).
50/55 and 75SL make up the apartments at Station Landing. 50/55 Station Landing feature 292 luxury units with 67,000 SF of first-floor retail space and associated underground parking in two six-story buildings. 75SL features 168 loft-style apartments and 8,600 SF restaurant space and is a LEED-certified apartment community. Station Landing also includes over 20 restaurants and retailers, a Boston Sports Club, an AC Hotel by Marriott and a dual-branded 152-key TownePlace/Fairfield Inn. There is direct access to the MBTA at the Wellington station.
All materials from Community Meeting 1 are available on the City’s website.

Or, you can contact Amanda Chiancola:

achiancola@salem.com
How do you interact with Highland Ave today?

- Passing through (Commuting): 31%
- Shopping or Dining: 23%
- Entertainment: 11%
- Services (Medical, Automotive, etc.): 11%
- Resident: 34%
What are the current challenges for the corridor that you would like to see addressed?

- Traffic: 40%
- Appearance: 17%
- Walkability / Bikeability: 23%
- Insufficient amenity options (e.g. dining, retail, services): 14%
- Insufficient residential options: 6%
What one word best describes your ideal corridor of the future? (eg. calmer, vibrant, greener, slower, restaurants, housing, affordable, etc.)
MIRO BOARD ENGAGEMENT ACTIVITY

Questions / Discussion Points
1. What are the key issues confronting the Corridor?
2. What do you think is the right character for the Corridor?
3. How can the Corridor evolve to meet Salem’s future?

Directions
1. Find the Q&A Chat feature on the bottom right of your zoom window
2. Share any responses you have to the boards or others’ comments there
3. Please specify which photo or comment you are responding to
4. Your comment will be placed on a sticky note on the board live!

Contact
If you have trouble submitting comments through the zoom Q&A, or have additional comments or questions you may email:
Amanda Chiancola, Senior Planner - City of Salem
achiancola@salem.com

1 TODAY (Challenges)

2 OPPORTUNITIES

3 ASPIRATIONS

Below are just a few examples, please add your own ideas / choices

A (Residential)
B (Mixed Use)
C (Walkable Retail)
D (Future Mixed Use)
1 TODAY (Challenges)
1. TODAY (Challenges)

- Traffic:
  - Traffic is backed up right now down Marlborough Road towards Peabody.
  - Traffic is not working well, difficult to take a turn from Danvers Rd and get in left lane on Marlborough Rd to Peabody.
  - Traffic crossing Highland from Swampscott Rd and M road cut through.
  - Traffic isn't working well; difficult to take a turn from Danvers Rd.

- Existing Projects:
  - Coordinate with MassDOT rebuilding of Rt 107 Highland Ave.
  - At Walmart's separate one way road going south.
  - With the corridor a main artery to Salem Hospital, emergency vehicles have a difficult time getting to hospital.

- Trees:
  - Construction should build around trees and not bulldoze the entire landscape - leave trees standing.

- Unclean Property:
  - Various businesses do not care for their roadside property very well - lots of trash.
  - Not walkable today.

- Pedestrian Safety:
  - Impossible to safely bike on Highland Ave.

- Dining:
  - A nice restaurant!
  - Agreed - very few restaurants!
OPPORTUNITIES

2. CINEMA WORLD PROJECT

- No cinemaWorld PLEASE! an upscale restaurant would be great as would a park with walking trails. Having the transfer station be developed would also be beneficial.

- Cinema space could be used for a nice restaurant.

- Opportunity to make highland walkable and bike-friendly.

- Opportunity to make H Ave walkable and bike friendly.

- Dining when safe, bike or walking path.

- Community food garden.

- Perhaps a food security project like the Mack Park food farm.

- Community food garden would be great benefit.

- To beautify the corridor with landscaping.

- Greenspace

- Mixed use development, family restaurants, senior housing, job creation.

- Need more senior and affordable housing vs large luxury apartments development.

- Assisted living or tiered care senior housing.

- More business development such as medical, light industrial, med services. Salem needs more mid market well paying jobs.

Q: Is the Cinema project going forward?

Project is not proceeding.

Highland Avenue Corridor Study | Public Meeting 1 | Wednesday October 28 2020
Below are just a few examples, please add your own ideas / choices

A (Housing)

B (Mixed Use)

C (Walkable Retail)

D (Feature Restaurants)
ASPIRATIONS

3

GENERAL ENVIRONMENT

Walkable retail

A nice restaurant!

Post Covid we need green areas to walk

Perhaps area behind target could become a green area/food farm/walking trails

Smaller scale housing projects perhaps with the "walkable retail"

Less high rise apts, more single level senior condos

with the new housing going up on First Street and on Highland Ave, fixing the traffic is essential

More greenery and places to walk

An olive garden or legal seafoods with a big parking lot, wouldn't that make sense?

55 and over housing. Reduces impact on city infrast. and schools

Mixed use with multifamily housing

Mixed use with multi family housing

WALKABLE

A (Housing)

I like the idea of walkable retail, but I'm not sure how this would fit into the corridor.

Would like to add more walkable space to the corridor if possible

B (Mixed Use)

I'm definitely a No!

Item B is definitely a No!

PHOTO RESPONSES

There is already Hawthorne Plaza and Walmart on this stretch. Don't need more big box stores or mall like structures

Low height buildings

D (Full)
Community Meeting 1 Key Takeaways

- **Traffic**: Traffic is a major existing concern, intersections and store entrances cause backups.

- **Walkability and Bike-ability**: The existing road feels unsafe for walkers and bikers, community members feel there is an opportunity for trails, bike lanes and sidewalks and a great desire for these mobility options to be integrated into greenspaces and walkable retail areas.

- **Housing**: Community members feel there is an opportunity and a desire for affordable, small scale and multi-family housing. Senior housing is a priority.

- **Neighborhood**: Enhanced sense of place, greater visual and experiential quality. Well-cared for, upkeep, sense of ownership.
BIG PICTURE IDEAS (DEVELOPMENT FRAMEWORK)
Big Picture Ideas

- Broad brushstrokes - not suggesting relocation of existing uses to achieve a vision
- Existing conditions (business uses, topography, etc.) are an important factor
- Private land ownership - Options can provide guidance for future development based on a vision for the Corridor
- Options are meant as catalyst for discussion, drawing out issues and possible solutions
- Ideas from one option may be applicable to others, with a different consensus option emerging
Big Picture Ideas

1. “Christmas Lights”
2. Distinct North and South Character Zones
3. Integrated Commercial District
Big Picture

Idea 1

“Christmas Lights”

• Baseline option. Accepts current basic nature of the Corridor, and seeks incremental improvements (eg. Corridor right-of-way improvements, best uses of key sites along Corridor)

• Opportunistic, by-right growth strategy on major sites, within current zoning, or moderately modified zoning

• Not contingent on larger connections across parcels, or on land assembly
Big Picture Idea 1
“Christmas Lights”

- Potential Office or Res.
- Potential Medical or Other Office
- Walmart
- Puleo Realty
- Trader’s Way Development
- Transfer Station
- Cinemaworld
- Potential Clean Manuf./Office and Res.
- Overlook Acres
- 120 Swampscott Rd & 15 Robinson Rd

Legend:
- Commercial
- Retail
- Residential
Big Picture Idea 1

“Christmas Lights”
Big Picture
Idea 1

"Christmas Lights"
Big Picture
Idea 1

“Christmas Lights”
Big Picture

Idea 2

Distinct North & South Character Zones

• Generally distinguishes between Corridor south and north of Swampscoot Road for future identity

• Incentivizing changes over time

• South of Swampscoot Road: Greater emphasis on office and other employment uses, with select retail and residential mixed in

• North of Swampscoot Road: Strengthening and reinforcing this area as the retail zone with select other uses
Big Picture
Idea 2

Distinct North & South Character Zones

- Distinguishes between Corridor south and north of Swampscott Road for future identity
- South of Swampscott Road: Greater emphasis on office and other employment uses, with select retail and residential mixed in
- North of Swampscott Road: Strengthening and reinforcing this area as retail zone with select other uses
Big Picture
Idea 2

Distinct North & South Character Zones
Big Picture Idea 2

Distinct North & South Character Zones

Potential Office

Potential Medical or Other Office

Potential Office

Concentrated Retail

Trader’s Way Development

Potential Clean Manuf./Office and Res.

Overlook Acres

Walmart

Puleo Realty

Cinemaworld
Big Picture
Idea 2

Distinct North & South Character Zones

Right of way improvements

- Walmart
- Puleo Realty
- Cinemaworld
- Trader's Way Development
- Overlook Acres
- 120 Swampscott Rd & 15 Robinson Rd

Commercial
Retail
Residential
“Create a sense of place.”
Big Picture

Idea 3

Integrated Commercial District

• Treats Highland-Swampscott-Marlborough intersection zone as the “State and Main” of the Corridor, with future commercial activity leveraging that intersection

• Opportunity to create a mixed use (retail and res.) development on Cinemaworld site with “back street” links (ped., bike, even vehicle) to the existing retail nexus to the north
Big Picture

Idea 3

Integrated Commercial District

Main Intersection of the Corridor
Big Picture

Idea 3

Integrated Commercial District

Main Intersection of the Corridor, linking southern and northern retail-focused zones
Big Picture

Idea 3

Integrated Commercial District

Potential Mixed-Use (Retail + Res.)
Potential Medical or Other Office

Concentrated Retail, with improvements to create pedestrian areas

Potential Clean Manuf./Office and Res.

- Walmart
- Puleo Realty
- Overlook Acres
- Cinemaworld / Transfer Station
- Trader’s Way
- 120 Swampscoth Rd & 15 Robinson Rd

Commercial
Retail
Residential
Big Picture
Idea 3
Integrated Commercial District

Secondary Access Network (Road, bicycle path, sidewalks)
Big Picture
Idea 3

Integrated Commercial District
Big Picture
Idea 3

Integrated Commercial District

Protected Crossings

Commercial
Retail
Residential
Big Picture
Idea 3

Integrated Commercial District

Consolidated zone, with pedestrian & bike connections

Right of way improvements

- Walmart
- Puleo Realty
- Overlook Acres
- Cinemaworld / Transfer Station
- Trader's Way Development
- 120 Swampscott Rd & 15 Robinson Rd

Commercial
Retail
Residential
Big Picture

Idea 3

Integrated Commercial District
Big Picture
Idea 3

Integrated Commercial District
Big Picture

Idea 3

Integrated Commercial District
Big Picture Ideas

1. "Christmas Lights"
   - Baseline option. Accepts current basic nature of the Corridor, and seeks incremental improvements (e.g., Corridor right-of-way improvements, best uses of key sites along Corridor)
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   - Not contingent on larger connections across parcels, or on land assembly

2. Distinct North and South Character Zones
   - Distinguishes between Corridor south and north of Swampscott Road for future identity
   - South of Swampscott Road: Greater emphasis on office and other employment uses, with select retail and residential mixed in
   - North of Swampscott Road: Strengthening and reinforcing this area as retail zone with select other uses

3. Integrated Commercial District
   - Treats Highland-Swampscott-Marlborough intersection zone as the “State and Main” of the Corridor, with future commercial activity leveraging that intersection
   - Opportunity to create a mixed use (retail and res.) development on Cinemaworld site with “back street” links (ped., bike, even vehicle) to the existing retail nexus to the north
Discussion Points

What do you like or dislike about each option?

1. "Christmas Lights"
2. Distinct North and South Character Zones
3. Integrated Commercial District
“A more walkable area.”

“Slower traffic speeds for safety.”
MassDOT Highway 107 Right-Of-Way (R.O.W.)

Route 107 Corridor Study:
Analysis and Multimodal Design of Recommendations Along Route 107 in Salem and Lynn, MA

FINAL REPORT
November 2016

massDOT | McMahon Associates | Regina Vila Associates
Highland Avenue Corridor Today
Shoreline, WA, Aurora Ave. - After

- Protected mid-block turning pockets
- Street trees & bioswales
- Sidewalk set back from road edge
- High-visibility pedestrian crossings
• No center barrier
• Multiple protected turning locations
• Highly-visible pedestrian crossings
• Trees on either side
• Protected sidewalk
Protected mid-block turning pockets

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<th>PROTECTED TURNING LANE</th>
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Highland Ave. R.O.W.

Remain highly engaged with MassDOT

Marshal community support for MassDOT interactions

Articulate community’s vision for the future of Highland Ave.
Next Steps

• Incorporation of feedback
• Draft Report published
• Comments period
• Final Report

Thank you for attending, and for your input!
Appendix

PRIOR PROJECT INFORMATION
Ecological Constraints

- Wetlands
- Wetland Buffer Zone (100’)
- Ponds/Streams
- Pond/Streams Buffer Zone (100’)

[Map showing wetlands and buffer zones]
Zoning

- Business highway (B2)
- Business Park Development (BPD)
- Residential One Family (R1)
- Residential Multi family (R3)
- Industrial (I)
- Residential Conservation (RC)

Locations:
- Walmart
- Puleo's Dairy
- Northeast Animal Shelter
- Tropical Products
- Salem High School
- DaVita Salem NE Dialysis
- Market Basket
- Target
- Shaws
- Home Depot
- Walmart
What is right for Highland Avenue?

Belmar, Lakewood CO

Mosaic, Fairfax VA

Pedestrian

Future?

Automobile

Experience at Ground Level – Sense of Place
What is right for Highland Avenue?

Stonebridge at Potomac Town Center, Woodbridge, VA

Westbrook, BC, Canada

Commercial / Institutional

Program, Uses – Sense of Place

Today

Future?
What is right for Highland Avenue?

Daybreak, UT

Azalea, South Gate, CA

Local

Regional

Today

Future?

Overall Function, and Look and Feel
Appendix

MARKET SCAN & ANALYSIS
Note that employment nodes are aggregated at the Census Block level; points do not represent specific buildings.
Note that employment nodes are aggregated at the Census Block level; points do not represent specific buildings.

McDonald's, Londi's, Taco Bell, Burger King, IHOP
**LOCAL ECONOMIC CONTEXT TAKEAWAYS**

**Existing Conditions**

- Medical employment clustered around the NSMC *Salem Hospital is the primary driver of economic activity* along the corridor
- *Big box retailers continue to draw significant activity* along the corridor and these users appear to be healthy relative to national trends
- The corridor features a number of chain restaurant options but *lacks options for independent and ethnic categories*
- The corridor is made up primarily of middle-income households and it is experiencing positive household growth and *meaningful growth in income levels*

**Future Conditions**

- Recent expansion in the NSMC Salem Hospital cluster and the closing of a hospital facility in Lynn indicate that *future growth in the medical space* is likely to occur.
- Retail and restaurant uses are likely to continue to *face headwinds from the Covid-19 disruption* and the rise of e-commerce and so expansion of these uses will be challenging in the near term.
- The *growth in advanced manufacturing, logistics, warehousing uses* is likely to continue so sites that are well suited for these uses may have an advantage.
- The *need for affordable/workforce housing* is likely to remain strong in the Salem area due to the lack of supply.
- In the industrial category the sub sectors of **fulfillment centers and warehouse** are leading the way

- **Medical office is very strong** and has only been moderately impacted by Covid-19 disruptions

- Within multifamily the strongest subsector is moderate-income apartments.

- While the office sector has been hit hard, the suburban office sector has actually improved, and there may be some build-to-suit opportunities within the Salem market.

- All retail subsectors continue to struggle, and it is likely some of the existing vacant space will convert to other uses over time.

Source: ULI Emerging Trends in Real Estate 2021