



Salem, MA

About ULI – the Urban Land Institute

Mission

To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is a research and education institution with nearly 36,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

ULI Boston/ New England

Boston/New England District Council covers nearly all of New England with over 1,300 Members—developers, architects, planners, public officials, financiers, students, etc.



Strategic Assistance Panels (SAPs)

Salem, MA

ULI Boston/New England is committed to supporting communities in making sound land use decisions and creating better places. A SAP brings together a group of ULI members with a range of professional expertise to provide focused, collaborative consultation to a local government or qualifying non-profit organization.

This SAP

- **Sponsored by Salem, Massachusetts.**
- This panel looked at the full range of options from an unbiased perspective.
- Panelists include public and private sector experts in the fields of development, architecture, planning, design and law
- **Panelists have donated their time**
- Final Deliverable – Written report (8 weeks) will be available at <http://boston.uli.org>

The Panel

Chairman

Barry Abramson, Abramson & Associates, Inc.

Panelists

Doug Arsham, National Development

Marty Jones, ULI Advisory Board & Trustee

Sandi Silk, Jefferson Apartment Group

Bill Tuttle, MASS Port Authority

ULI Staff

Manikka Bowman,

Director of Policy and Outreach



Panel Sponsor



The City of Salem, Massachusetts

Panel Assignment – Address These Questions

Salem is seeking ULI Boston/ New England's insights on possible approaches to future downtown development.

- What is the best approach to downtown development in Salem?
- Can Salem modify the current one-by-one approach in a way to increase development success?
- What are the benefits and shortcomings to other models such as working with a master developer?
- How can Salem accommodate future municipal parking needs while simultaneously exploring development opportunities for city owned parking lots?

The Process

Briefing

- Panelists met with sponsor and received briefing materials

Site Visit:

- Panelists toured downtown Salem

Panel stakeholder interviews included representation from:

- City of Salem
- Salem Redevelopment Authority
- Preservation Community
- Historic Salem Inc.
- RCG, LLC
- Salem Partnership

What did we hear?

Recommendations

Development Strategy: A Clustered Approach

- Rehab of buildings County Commission, Superior Court and (potentially) Tabernacle Church
 - Potential inclusion of 5 Broad Street
- Museum Place Garage/Mall & Church St. Lot
 - Tolerance for land acquisition

Clustering approach will yield different development scales



Parking and Circulation

- Understand long-term parking demand drivers and transportation disruption
- Identify impacts of Downtown development strategy on future parking needs
- Study of useful life of parking structure of Museum Place Garage
 - Consider pricing, new technologies, valet, etc...
 - Test parking at the periphery

Recommendations

Feasibility/ Funding

- Both clusters will likely need significant subsidy
- Consider potential funding resources at city's disposal
 - Housing Development Incentive Program (HDIP) and Tax Increment Financing (TIF)
 - Increase tax abatements and explore creating a district to cross-subsidize projects



Recommendations

What is the vision for Downtown Salem?

- Action Driven Strategic Planning
 - Identify what is important for the city
 - Tourism, grow employers, etc....
- Build consensus on development priorities
 - Historic preservation, repositioning of key plan parcels, etc....
- RFP Strategy and Approach
 - Set development priorities
 - Use Cluster Approach
 - Formulate potential subsidy tools
 - Consider a Two stage RFP process to attract potential developers
 - Gain public support



