

National Park Service  
U.S. Department of the Interior

Salem Maritime National Historic Site  
Salem, Massachusetts



## Salem Maritime National Historic Site *Transportation System Existing Conditions*



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**John A. Volpe National Transportation Systems Center**



U.S. Department of Transportation  
Research and Innovative Technology  
Administration



## **Report notes**

This report was prepared by the U.S. Department of Transportation John A. Volpe National Transportation Systems Center, in Cambridge, Massachusetts. The Project Team was led by Michael Dyer, of the Infrastructure and Facility Engineering Division, and included Alex Linthicum of the Transportation Systems Planning and Assessment Division.

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## 1 Introduction

Salem Massachusetts, located roughly 18 miles northeast of Boston, was once one of the most important ports in the nation. In 1938, Salem Maritime National Historic Site (NHS) became the first National Historic Site in the country in order to document, preserve, and interpret Salem's maritime heritage.

Salem Maritime NHS consists of historic buildings and wharves, a replica tall ship, Friendship, and collections of artifacts that tell the stories of the merchants, sailors and townspeople that made Salem an important port. To learn these stories, visitors may:

- Participate in ranger led tours of the historic buildings and the historic tall ship Friendship (fee required);
- Watch a free orientation film on the history of Salem's maritime trade ventures in the Orientation Center;
- Walk down the historic wharves that juts into Salem Harbor;
- Learn about the maritime history of Salem on illustrated wayside exhibits;
- Learn about the cargo brought back to Salem from ports around the world;
- See the flowering plants and learn about the herbs in the 18th century garden behind the Derby House; and
- Visit the West India Goods Store and shop for spices, coffee, tea, and other exotic goods.

The transportation system is a key component in the visitor experience at Salem Maritime NHS. Traveler information enables visitors to find their way to Salem, the park, and sites within the park. The road network, parking infrastructure, transit systems, and other transportation infrastructure provide mobility and access to visitors. Future transportation services, possibly including waterborne services, may open up new possibilities and opportunities for Salem Maritime NHS to share its stories with visitors.

## 2 Project overview

Salem Maritime NHS is preparing a new General Management Plan (GMP). The existing GMP, termed the *Master Plan*, was created in 1978 and updated in 1991 with the *Salem Maritime NHS: Site Plan and Environmental Assessment*. The National Park Service (NPS), NPS Northeast Region Office, and Salem Maritime NHS have directed the Volpe Center to characterize existing conditions in the project area and prepare a transportation needs assessment in support of the pending GMP process.

The transportation element of the GMP is expected to address the following issues:

- Connectivity to other visitor points of interest in Salem and significant maritime sites in Salem Sound, including the Essex National Heritage Area light station site on Bakers Island;
- Coordination and connectivity to existing transportation services such as the commuter rail, ferry and existing summer trolley service;
- Connectivity with the Harborwalk and other pedestrian and bicycle transportation projects in Salem; and
- Conceptual development of water-based transportation services in Salem Harbor and Salem Sound.

This report documents the existing conditions of the transportation system at Salem Maritime NHS and connections to Salem's transportation system. This document was compiled from interviews with the park and the City of Salem officials, input from Salem stakeholder organizations, official planning documents, data from municipal departments and public agencies, and online and print documentation.

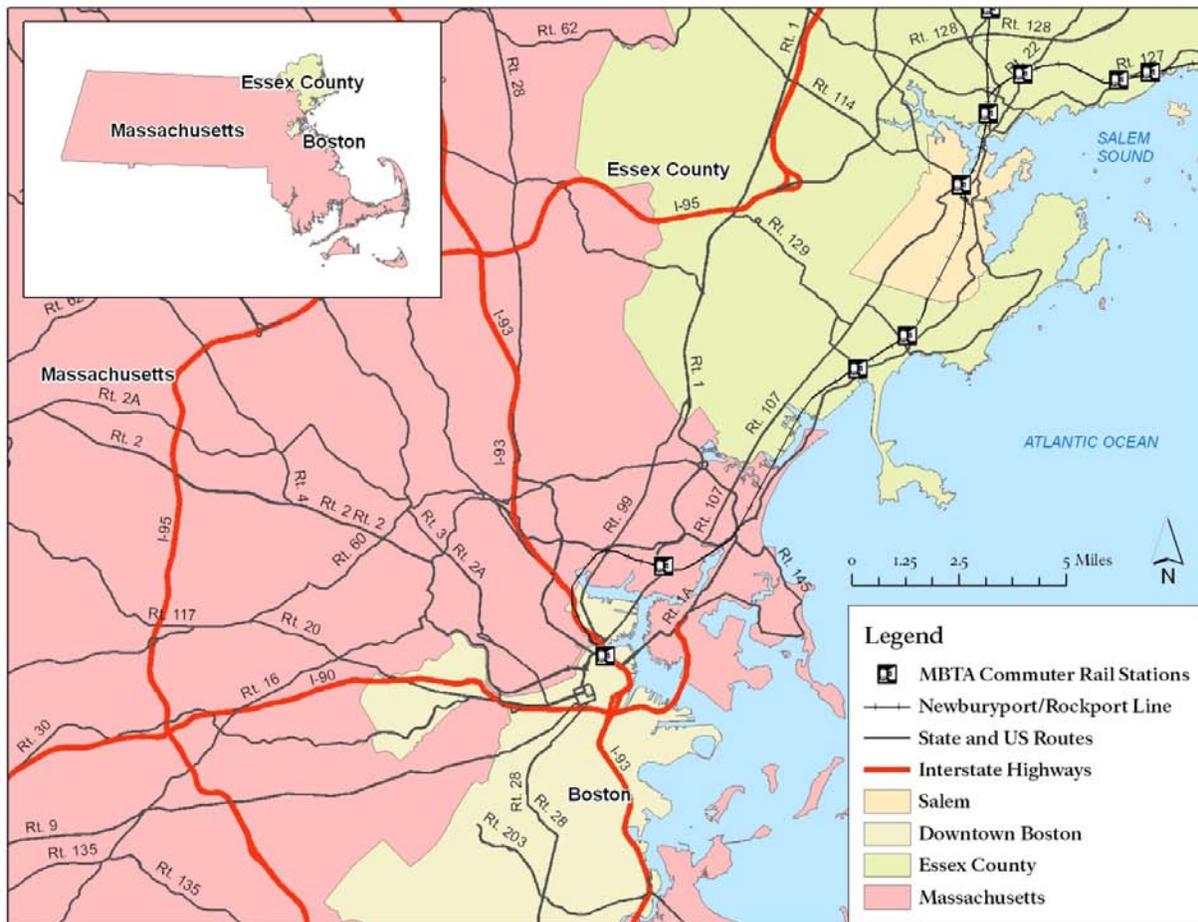
This report will be followed by an analysis of transportation needs that will inform the Salem Maritime NHS GMP process.

### 3 Overview of Salem

Salem is located in Essex County roughly 18 miles northeast of downtown Boston, accessible via Interstate 95 / Route 128 as shown in Figure 1. Salem is bordered by the cities of Beverly, Lynn, and Peabody, and the towns of Danvers, Marblehead, and Swampscott, shown in Figure 2. Salem encompasses 8.1 square miles of land and 10.0 square miles of water. In 2007 the population was roughly 41,000.

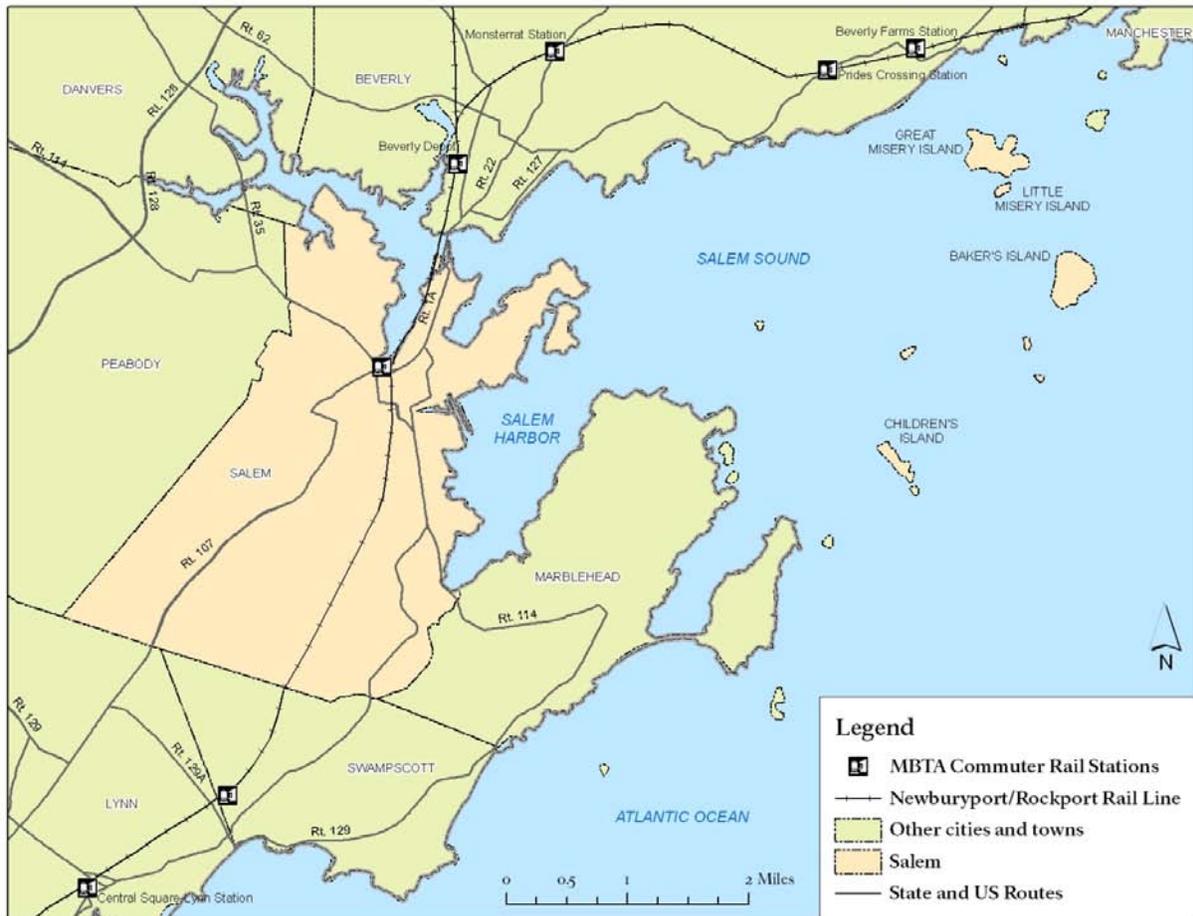
**Figure 1**  
**Location of Salem, Massachusetts**

Source: The Volpe Center



**Figure 2**  
**Salem, Massachusetts, and surrounding cities and towns**

Source: The Volpe Center



In addition to Salem Maritime NHS, Salem is home to a variety of architecturally, culturally, and historically significant sites listed below and shown in Figure 3:

- The Regional Visitor Center on New Liberty Street is operated by NPS and supports the Essex National Heritage Area (ENHA), as well as other local areas of interest. The Regional Visitor Center is open from 9 AM to 5 PM, seven days a week, and functions as an entry point for visitors to Salem. It offers information regarding almost all visitor opportunities in town and provides a free orientation film on the history of Salem and Essex County, Massachusetts. The Regional Visitor Center is located across the street from the Peabody Essex Museum and the Museum Place Parking Garage, and is close to the Church St. parking area. The Regional Visitor Center is the starting point for the private trolley service.
- The Peabody Essex Museum, founded in 1799 by Salem ship captains, is the largest art museum north of Boston.
- The House of the Seven Gables, built in 1668, became well known because of the 1850 novel of that name by Nathaniel Hawthorne.
- The Stephen Phillips House is a historic home on Chestnut Street. The Phillips House contains a collection of art, furniture, decorative arts, and historic automobiles belonging to five generations of the Phillips family. In 2006, the Phillips House became the newest property to join Historic New England.

- The Witch House Built, before 1675, is the only building in Salem actually associated with the witchcraft trials of 1692. It was the home of Jonathan Corwin, one of the three judges of the witchcraft trials.
- The Derby Waterfront Historic District was established in 1976, and runs along Derby Street from Salem Maritime NHS to the House of the Seven Gables. Along Derby Street, visitors can see the remnants of Salem's seafaring heritage in the buildings built for some of the important merchant families in the city.
- The McIntire District, located on the west side of historic Salem and including Chestnut, Essex, and Federal Streets, contains some of the finest examples of late 18th and early 19th century urban architecture in America. A self-guided walking tour of the McIntire District is available through the National Park Service.
- There are a variety of attractions including museums, theatres, shops, and restaurants related to witches and the Witch Trials of 1692.
- Many other attractions are located in Salem Sound and Salem Harbor.
  - The Essex National Heritage Commission (ENHC) recently acquired a light station and several auxiliary buildings located on the 10 acres on the northeast portion of Bakers Island. ENHC and Salem Maritime NHS are committed to providing transportation and interpretation to and from this site to provide visitors with a unique Maritime experience and to promote the historic aspect of Salem Sound.
  - Salem Willows is an oceanfront neighborhood and amusement park located at the northeast end of Salem Neck at the eastern end of Derby St. Salem Willows contains a historic 1866 carousel, a modern video arcade, childrens' rides, a beach, a public pier, food vendors, and a venue for outdoor concerts.
  - Great and Little Misery Islands, located in Salem Harbor, are properties of The Trustees of Reservations (TTOR). There is no regular ferry service to the islands, but TTOR operates a boat that brings small groups to Great Misery Island. The islands are accessible to private watercraft.
  - Children's Island is a 25-acre island located near the coast of Marblehead but is owned by City of Salem. It is the past location of a hospital used to treat smallpox patients, a summer resort, and a sanitarium for sick and crippled children. Since 1955, it has been the site of a children's day camp owned and operated by the Marblehead/Swampscott YMCA since 1955.
  - Winter Island is a 45-acre island connected by a causeway to Salem Neck. A large portion of the island is consists of Winter Island Marine Park located on the former site of the Fort Pickering Coast Guard Base. The park is open to the public and includes campsites, picnic areas, and a public boat launch. The main attractions of the park are the historic Fort Pickering, the Fort Pickering Lighthouse, Salem Harbor, and the former Coast Guard seaplane hangar and barracks. A city-managed community sailing program is housed on the island, and the city recently was awarded federal funding to create a master plan for the future development and use of the island.
  - Pioneer Village was constructed in Forest River Park in 1930 as the set for a play. After the play production ended, Salem elected to maintain the village as the first living history museum in the United States. It is currently operated and maintained by Gordon College, whose theater group stages performances there and manages the museum as a set for hire.
  - Pickering Wharf, billed as a "harbor side village of shops and restaurants", contains shops that sell antiques, gifts, and arts and crafts, and it has many casual and fine-dining restaurants. The wharf is also home to a marina, the Schooner Fame, a dinner cruise ship, and a psychic center.

**Figure 3**  
**Salem attractions**

Source: The Volpe Center



## 4 Park location and attractions

Salem Maritime NHS is centered on Derby Street between Hodges Court and Daniels Street, as shown in Figure 9. It occupies 16 tracts of land covering 9 acres and is located roughly a quarter mile from the Regional Visitor Center and one mile from the commuter rail station. The NPS site is one of many within Essex County that contribute to the ENHA, designated by Congress in 1996. Salem Maritime NHS has administrative jurisdiction over Saugus Iron Works National Historic Site in Saugus, MA, as well.

Salem Maritime NHS properties are open to visitors on a daily basis. The official hours of the Orientation Center are as shown in Table 1.

**Table 1**  
**Salem Maritime NHS Orientation Center hours of operations**

Source: National Park Service

| Dates   | Hours of operations  |
|---|--|
| April 1, 2009 - November 30, 2009               | Open Daily, 9:00 AM-5:00 PM<br>Closed Thanksgiving Day (November 26)   |
| December 1, 2009 - December 31, 2009            | Open Monday through Friday, 1:00 – 5:00<br>Open Saturday and Sunday, 9:00 – 5:00<br>Closed December 25   |
| January 1, 2010 - February 28, 2010             | Closed Monday through Friday<br>Open Saturday and Sunday, 9:00 – 5:00<br>Open February Vacation Week (February 15-19), 9:00 – 5:00<br>Closed January 1 |
| March 1, 2010 - March 31, 2010                  | Open Monday through Friday, 1:00 – 5:00<br>Open Saturday and Sunday, 9:00 – 5:00   |
| April 1, 2010 through October 31, 2010          | Open Daily, 9:00 – 5:00  |
| Closed January 1, Thanksgiving, and December 25 |  |

Two guided tours of Salem Maritime NHS, “Home from the Sea” and “Tars, Trade Goods, and Taxes”, are offered year round. Tour times and content vary according to the season. All tours leave from the Orientation Center on Derby Street, are guided by National Park Service Rangers, and last approximately one hour. Tours cost \$5 for adults, \$3 for children and seniors, and children under six are free. In addition, a free audio-tour for self-guided tours of Salem Maritime NHS can be downloaded onto a personal listening device from Salem Maritime NHS’s web site.

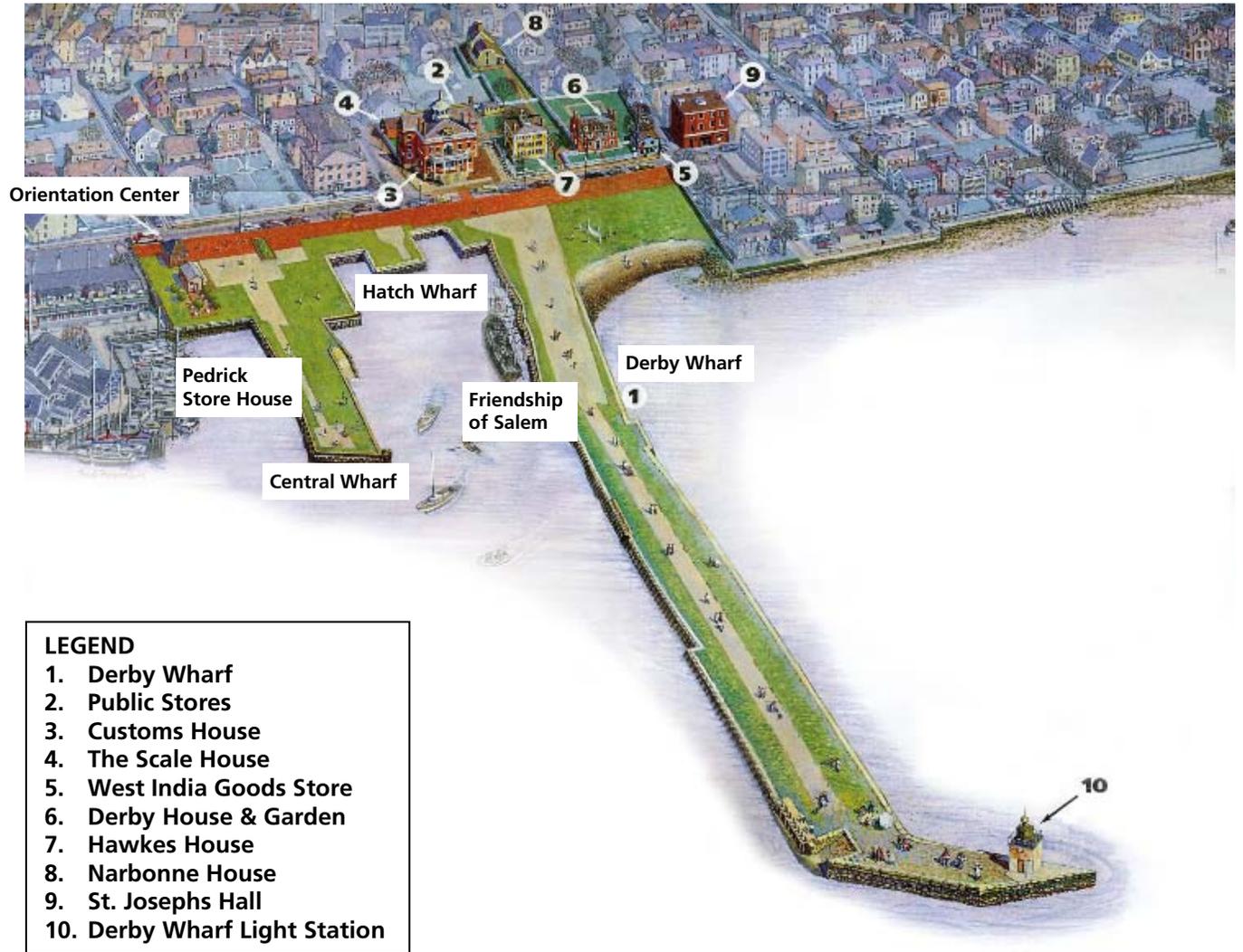
The following is a list of attractions at Salem Maritime NHS. Refer to Figure 4 for information about location of attractions within the site.

- The Orientation Center at Salem Maritime NHS is the ideal place for visitors to begin their visit. The Orientation Center orients visitors to the attractions and resources, shows an 18-minute film, *To the Farthest Ports of the Rich East*, and sells tickets to the historic buildings and the replica tall ship Friendship. The Orientation Center was once a warehouse. Built in the 1770s, it stood on Front Street in Salem until it was moved to Central Wharf at 193 Derby Street in 1976.
- The three historic wharves that extend into Salem Harbor at Salem Maritime NHS are examples of the over fifty wharves that once lined the harbor during the height of Salem’s international trade. Derby Wharf, the longest of the three wharves, was begun in 1762 and extended in 1806 until it reached its current half-mile length. Hatch’s Wharf, the shortest wharf, was built in 1819, and Central Wharf was built in 1791. Derby Wharf Light Station was built in 1871. The wharves are open all the time. Waysides along Derby Street and the length of Derby Wharf relate the history of the wharves, the harbor, and Salem’s international trade ventures.
- Derby Wharf Light Station is located at the end of Derby Wharf. Derby Wharf Light is about twelve feet square and about 20 feet high to the top of the cupola. It has aided navigation in Salem Harbor since it was first lit in 1871 and was part of a system of lights including Hospital Point Light in Beverly, Massachusetts, and Fort Pickering Light Station on Winter Island in Salem to mark the main channel leading into Salem Harbor.
- The Pedrick Store House is an example of an eighteenth century warehouse. It was acquired from Marblehead and reconstruction of the structure on Derby Wharf began in the summer of 2007. The store house will be a multi-use space on the first floor and will house ship maintenance operations on the second and third floors.

- The Derby House, built in 1762 and an example of Georgian style architecture, was the first home of Elias Hasket Derby and his wife, Elizabeth Crowninshield. The Derby House is open by tour only.
- The Derby House Garden is a recreation of a typical 18th century garden was designed in 1990 by horticultural experts specializing in historic gardens. The garden contains more than 150 varieties of heirloom annuals, perennials and bulbs, all documented to 1798 or earlier. Some are native to North America; many were imported. The garden is open to all visitors at no charge.
- The Hawkes House is an example of the large Federal style homes built throughout Salem in the late 18th and early 19th centuries. These three-story tall, square buildings feature carved, painted entrances and many windows to let light and air into the decorated rooms. The Hawkes House is one of two administrative office buildings for Salem Maritime NHS. It is not open to the public for tours at this time.
- The Narbonne House, built in 1675, is a remarkable example of a middle-class family home of the 17th and 18th centuries. Salem Maritime NHS is preserving the house as an architectural study house in order to show how the structure changed over the nearly 330 years of its existence. The Narbonne House is open by tour only.
- The West India Goods Store, located at the intersection of Palfrey Court and Derby Street, sells items similar to those that were available in early 19th century Salem. No fee is required to enter the store.
- The Public Stores was bonded warehouse used by the Customs Service to hold cargo for merchants until they were able to pay the duties on their goods, including pepper, tea, porcelain, silks, Indian cotton textiles, spices, and ivory.
- The 1819 Salem Custom House was the first permanent custom house in Salem. It was used to collect taxes on imported cargoes, first for the British Government during the Colonial period, and then for the American Government after the establishment of the U. S. Customs Service in 1789. Today, the U.S. Custom House in Salem contains three period rooms, an exhibit on the role of the Customs Service, the work of the Customs inspectors, and the office of Nathaniel Hawthorne. The Customs House requires a fee to enter and is included on the “Tars, Trade Goods & Taxes” tour.
- The Scale House, built in 1829, was used as a storage facility for the scales and other equipment required for weighing cargo that was unloaded from a ship. No fee is necessary to enter the Scale House.
- Friendship is a replica of the Salem East Indiaman Friendship launched in 1797. Built by NPS using modern materials and construction methods and launched in 1998, the new Friendship retains the appearance of the original ship. Friendship is open all year, weather permitting, and is included on the “Tars, Trade Goods, and Taxes” tour. Friendship periodically travels to other ports within the Northeast for dockside programs and festivals.

**Figure 4**  
**Salem Maritime NHS attractions**

Source: NPS and Volpe Center

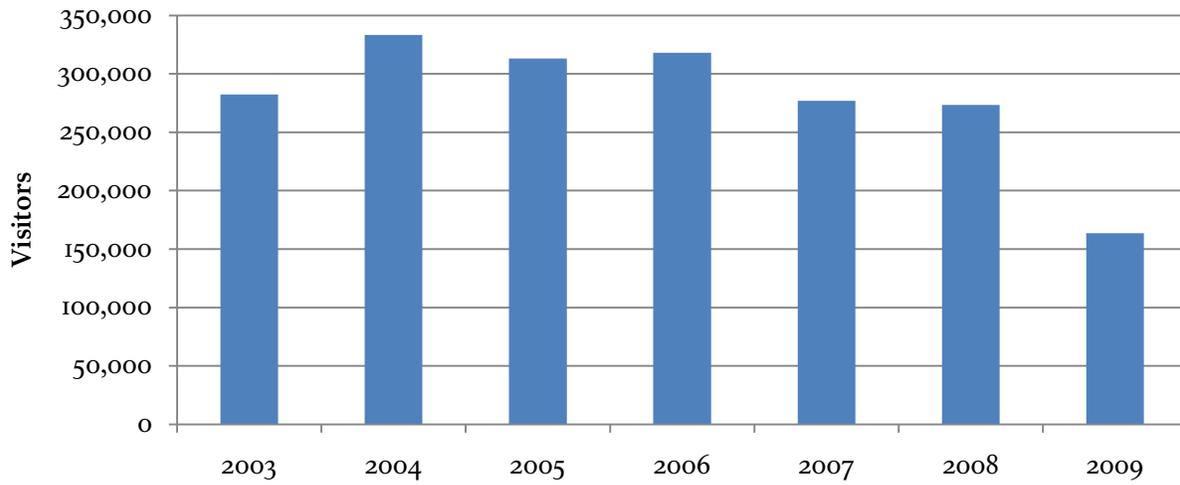


## 5 Visitation

Annual visitation for the Salem Visitor Center has ranged between 275,000 and 325,000 since 2003, as shown in Figure 5.

**Figure 5**  
**Salem Regional Visitor Center annual visitation (not including October, November, and December 2009)**

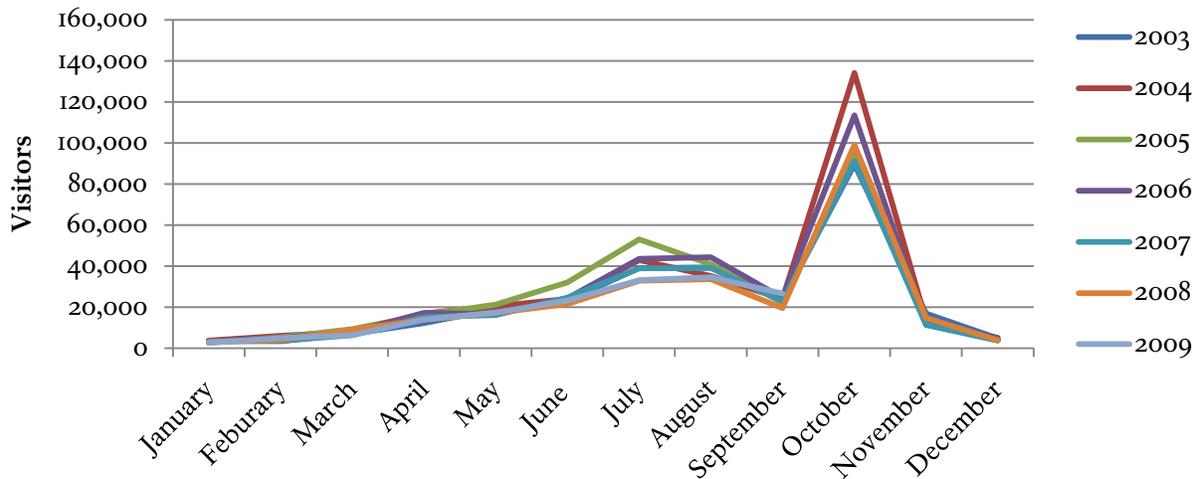
Source: NPS and Volpe Center



Monthly visitation for the Salem Visitor Center (as opposed to Salem Maritime NHS) is shown in Figure 6. Visitation peaks in October during pre-Halloween and Halloween festivities and peaks mildly during July and August.

**Figure 6**  
**Salem Regional Visitor Center monthly visitation, 2003-2009 (not including October, November, and December 2009)**

Source: NPS and Volpe Center



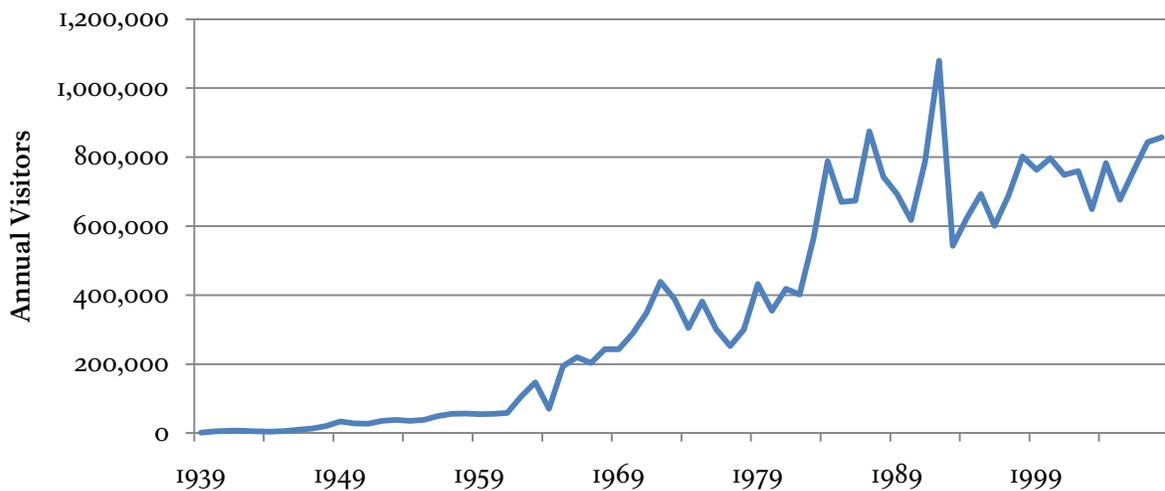
Annual visitation for Salem Maritime NHS is shown in Figure 7. Since 2002, annual visitation has been calculated by summing the following tabulations:

- The number of visitors entering the visitor center.
- The number of visitors entering the Custom House.
- The number of visitors entering the West India Goods Store.
- The number of visitors taking tours of the Derby House and Public Stores.

- The number of scheduled tour and self-guided tour visitors.
- The number of unscheduled tour visitors.
- The number of roving contacts made outside of the buildings.
- The number of special event visitors in the Salem Maritime NHS boundary.
- The number of school tour visitors.

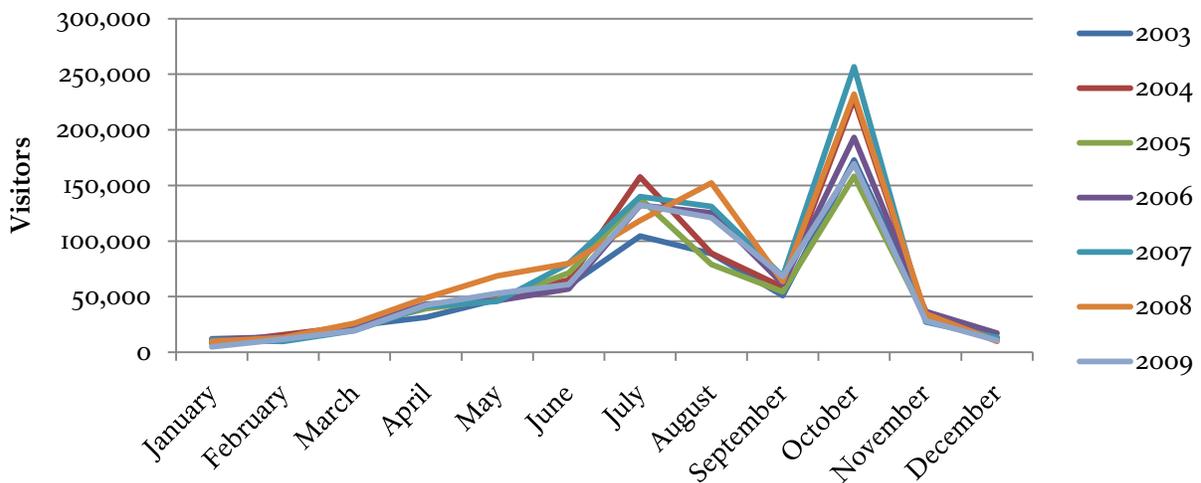
This summation calculation method does not take into account possible double-counting of visitors who visit more than one attraction within Salem Maritime NHS. Since 2002, visitation has been around 700,000 to 800,000 per year.

**Figure 7**  
**Salem Maritime NHS annual visitation, 1939-2008**  
 Source: NPS and Volpe Center



Monthly visitation to Salem Maritime NHS is similar to that of the Salem Visitor Center, with a sharp peak in October and a smaller peak during July and August, as shown in Figure 8.

**Figure 8**  
**Salem Maritime NHS monthly visitation, 2003-2009**  
 Source: NPS and Volpe Center



## 6 Signage and Wayfinding

Inconsistent, incomplete, or confusing signage for automobiles and pedestrians is a well-documented issue in Salem<sup>1</sup>. The city has sought to improve and make consistent the directional and information signs to public attractions by creating a city signage comprehensive plan<sup>2</sup>. The plan documents specific signage improvements that direct automobiles and pedestrians to attractions such as the Peabody Essex Museum, the Salem Visitor Center, Salem State College, Salem Willows Park, Winter Island, and Salem Common, districts including the Waterfront District, the Downtown District, the McIntire Historic District, and public parking lots and garages. The city has been making incremental improvements according to the plan and has recently obtained funding to fully complete implementation.

Despite the signage improvements, visitors to Salem continue to face two wayfinding and traveler information challenges. First, signs for a multitude of private attractions and public services are not considered by the signage plan and continue to compete for visitors' attention. While lack of signs may be a problem in some areas, an overabundance of competing signs may be an issue in other areas. Second, visitors may not understand the difference between attractions, particularly the Salem Visitor Center (operated by the National Park Service) and the Salem Maritime NHS and Orientation Center.

## 7 Automobiles

### 7.1 Highway network

Route 128, also known as the Yankee Division Highway and co-signed for 36 of its 60 miles as Interstate 95, runs north-south roughly three miles northwest of Salem. Most Salem visitors exit Route 128 onto Route 114 / Andover Street and head southeast to Salem, although visitors may also go through the heart of nearby Peabody using Lowell, Main, and Boston Streets.

Route 114 connects Salem to Peabody (to the north) and Marblehead (to the south). Route 107 connects Salem to Lynn and Revere (to the southeast) and Beverly (to the northeast). Massachusetts 1A also provides access from Salem to both Lynn and Beverly.

### 7.2 Local road network

Local routes of significance within Salem are described below and shown in Figure 9. Average annual daily traffic (AADT), the average number of cars that use a road in both directions, are provided for those road segments available.

- Boston Street runs east-west and connects Essex Street in Salem to Main Street in Peabody. 22,900 AADT in 2004.
- Bridge Street runs east-west from Boston Street to the Essex Bridge which connects to Beverly. Bridge Street passes under North Street near the parking and drop off entrance/exit to the Salem Depot. Between 17,000 and 27,000 AADT (depending on location) reported 2002 – 2004. The high end of the spectrum was collected near the intersection of Webb Street and is probably much less since the opening of the Bridge Street Bypass Road.
- The Bridge Street Bypass, east of the Salem Depot, follows the south bank of the North River to the Essex Bridge. The one-mile road segment of road opened in 2008.
- Derby Street runs east-west and bisects Salem Maritime NHS. From Orange Street to Webb St., Derby St. is one-way in the eastbound direction. The wharves lie to the south of Derby Street

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<sup>1</sup> See *Salem Harbor Plan* (Fort Point Associates, Inc., 2008), *Long Range Interpretive Plan: Salem Maritime NHS, Massachusetts* (National Park Service, 2001), *Transportation Plan: Salem Massachusetts* (Bruce Campbell & Associates, 1990), and *Visitor Study of Salem, Massachusetts and the Salem Maritime NHS* (Project Salem, 1990).

<sup>2</sup> *City of Salem City Sign Program Comprehensive Plan* (John Roll & Associates, 2003)

while the many of the historic structures lie to the north. Derby Street becomes New Derby Street at Lafayette Street to the west of the park. To the east, Derby Street provides access to the House of Seven Gables and Blaney Street Wharf, passes the Dominion power plant, and merges with Fort Avenue which provides access to Winter Island and Salem Willows. Derby Street is one-way eastbound beginning at Salem Maritime NHS.

- Essex Street, which begins as Route 107 near the North Shore Medical Center Salem Campus, provides east-west access. It intersects with Boston Street, North Street, and Washington Street before becoming pedestrianized and closed to traffic from Washington Street to New Liberty Street near the Salem Visitor Center and the Peabody Essex Museum. It is one-way westbound for roughly 500 feet where it intersects with Route 1A and becomes two-way until it merges with Webb Street / Fort Avenue to the east.
- Margin Street begins at Norman Street (New Derby Street) and becomes Jefferson Avenue at its intersection with Summer Street. Jefferson Avenue continues north-south until it intersects with both Canal Street and Loring Avenue to the south.
- Central Street begins at Essex Street and changes to Lafayette a block later near Front Street. Lafayette becomes Route 1A and Route 114 and continues north-south through Salem until Route 1A splits off at Loring Avenue near Salem State College. Lafayette Street / Route 114 continues south to Marblehead where it merges with Pleasant Street.
- North Street is one of several significant north-south arteries in downtown Salem. As part of Route 114, North Street provides access to Route 128 to the north. North Street becomes Summer Street at the intersection with Essex Street, and continues south until it intersects with Jefferson Avenue / Margin Street.
- Washington Street begins near the pedestrian entrance to the Salem Depot at Bridge Street and continues south through downtown Salem. Washington Street veers east at the intersection of Mill Street and merges with Lafayette Street / Route 1A several blocks later. Continuing due south from Mill Street is Canal Street, providing continued north-south access from Salem until intersecting with Jefferson Avenue and merging into Loring Avenue to become Route 1A.

**Figure 9**  
**Salem Maritime NHS monthly visitation, 2003-2008 (excluding October, November, and December 2008)**

Source: NPS and Volpe Center



### 7.3 Parking

There are roughly 3234 public parking spots in Salem, shown in Figure 10. Roughly 950 spots are on-street. Meters cost \$0.25 per half-hour with a maximum time limit that varies by parking area from 30 to 120 minutes.

As shown in Figure 10, only the South Harbor Garage is within ¼ mile of the Salem Maritime NHS Orientation Center. The Museum Place Garage is just outside ¼ mile radius of the Orientation Center. There are roughly 574 public street parking spots within this radius, 320 of which are in lots or garages and public and 254 which are on-street. Roughly 144 spots within ¼ mile are unregulated while 430 are metered or hourly. There are 25 unmetered and untimed parking spaces along Derby Street at Salem Maritime NHS available to the public. NPS staff also use these spaces on a first come, first serve basis. Additionally, NPS has a rented parking area for roughly 6 NPS vehicles. There is marked parking for two tour buses on Derby Street adjacent to the Orientation Center. There are three disabled parking areas along Derby Street.

Parking lots and garages characterized in Table 2. Rates for parking in the Church Street lot or either of the two garages, Museum Place Garage and South Harbor Garage, are shown in Table 3.

The MBTA is currently planning a structured parking facility on the site of the current MBTA lot. The new garage will accommodate over 900 vehicles and include pullouts for buses, taxis, and kiss-and-ride. Construction is scheduled for completion in December 2011<sup>3</sup>. A rendering of the proposed structure from the perspective of the Bridge Street entrance to the existing MBTA parking lot is shown in Figure 11.

Parking revenues, not parking utilization, are tracked throughout the year. Thus the city does not have a history of parking usage in the various lots and garages. The city has observed, however, that parking is generally available in the various lots and garages, particularly the South Harbor Garage, throughout the year, with the exception of weekends in October. During October weekends, Shetland Park, a development on the south bank of the South River, opens its structured and non-structured parking lots (totaling roughly 2000 spaces) to the public and charges \$15 for all-day parking<sup>4</sup>.

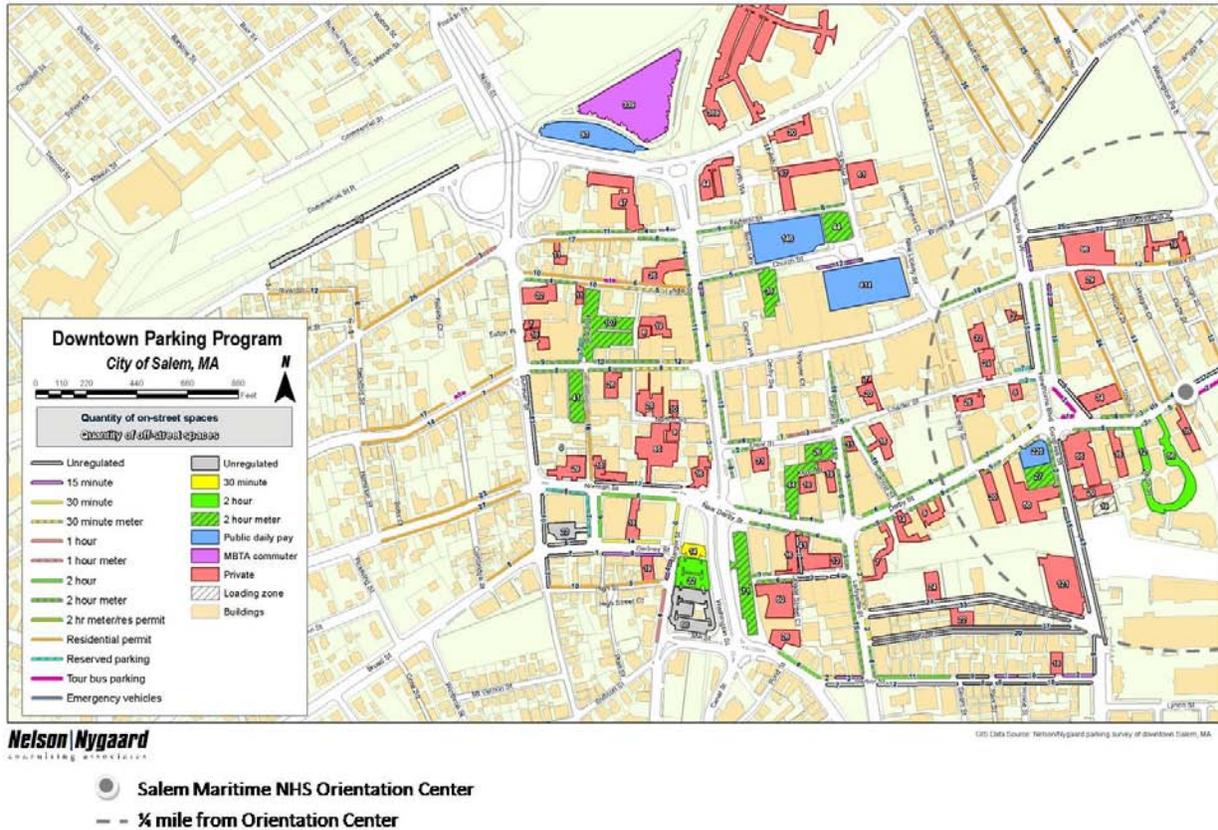
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<sup>3</sup> MBTA and City of Salem (October 6, 2009). *Salem Commuter Rail Station Intermodal Center*. MBTA Community Meeting. Carleton School Cafetorium, 10 Skerry Street, Salem, MA.

<sup>4</sup> Meeting with Kathy Winn, Tom Daniel, Frank Taormina, City of Salem, December 15, 2009.

**Figure 10  
Parking in Salem**

Source: Salem Parking Department and Volpe Center



**Table 2  
Public parking lots and garages**

Source: Salem Parking Department and Volpe Center

| Lot                              | Spots       |
|----------------------------------|-------------|
| Bridge Street lot at Salem Depot | 93          |
| Church Street lot                | 190         |
| Crombie Street lot               | 41          |
| Front Street lot                 | 26          |
| MBTA lot at Salem Depot          | 339         |
| Municipal lot                    | 44          |
| Museum Place Garage              | 914         |
| Pickering Wharf                  | 68          |
| Riley Plaza East lot             | 71          |
| Riley Plaza West lot             | 114         |
| Salem Green lot                  | 38          |
| Sewall Street lot                | 107         |
| South Harbor Garage              | 252         |
| Non-residential street parking   | 950         |
| <b>Total</b>                     | <b>3234</b> |

**Table 3**  
**Rates for garages and Church Street lot**

Source: Salem Parking Department

| Description                               | Rate     |
|---|----------|
| Per hour                                  | \$1.50   |
| Maximum per day (12 hrs.)                 | \$12.00  |
| Overnight parking                         | \$12.00  |
| Overnight parking (24 hrs.)               | \$24.00  |
| Yearly pass                               | \$500.00 |
| Yearly pass (senior resident)             | \$200.00 |
| Yearly pass (senior)                      | \$250.00 |
| Monthly pass                              | \$60.00  |
| Monthly pass (senior resident)            | \$25.00  |
| Monthly pass (senior)                     | \$30.00  |
| 20 Stamps (12 hrs. each)                  | \$60.00  |
| 20 Stamps (12 hrs. each, senior resident) | \$20.00  |
| 20 Stamps (12 hrs. each, Senior)          | \$25.00  |
| 100 Merchant Validation Stamps (1hr.)     | \$50.00  |

**Figure 11**  
**Proposed MBTA structured parking, looking east from Bridge Street**

Source: MBTA



A recent retail and marketing study for Salem suggests improved signage and wayfinding to parking lots and garages, continuing existing parking requirements to encourage high-density mixed-use development, and promoting long-term parking in large lots and garages<sup>5</sup>.

<sup>5</sup> Karl F. Seidman Consulting Services and ConsultEcon, Inc. (May 2007). *Downtown Salem Retail Market Study: Strategy and Action Plan*.

## 8 Rail

### 8.1 MBTA Commuter Rail

Salem is located in Zone 3 of the MBTA Commuter Rail's Newburyport/Rockport Line. The lines split north of Beverly, and every other train on both inbound and outbound routes serves spur lines ending at the towns of Newburyport and Rockport. Salem is south of Beverly and therefore is served by almost every train on the line. The time between Salem and North Station is 25-30 minutes, between Salem and Newburyport is 30 minutes, and between Salem and Rockport 35-40 minutes. Additional schedule details are shown in Table 4. Fares are approximately \$1.70 - \$7.75 depending on destination, and discounts apply to seniors and students. Children under 12 are free<sup>6</sup>.

The Peabody Essex museum estimates five percent of its riders arrive by commuter rail<sup>7</sup>.

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**Table 4**  
**MBTA Commuter Rail service serving Salem**

Source: MBTA and Volpe Center

| <b>Timing</b> | <b>Direction</b> | <b>Number of Trains</b> | <b>Hours of Service</b> |
|---------------|------------------|-------------------------|-------------------------|
| Weekday       | Outbound         | 31                      | 6:54 AM to 12:38 AM     |
| Weekday       | Inbound          | 30                      | 5:45 AM to 11:24 PM     |
| Weekend       | Outbound         | 13                      | 8:59 AM to 11:58 AM     |
| Weekend       | Inbound          | 13                      | 7:38 AM to 10:38 PM     |

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### 8.2 Salem Commuter Rail Station

The Salem Commuter Rail Station, also referred to by the MBTA as the Salem Depot, is located near the intersection of Bridge Street (MA 107) and Washington Street, just north of downtown and roughly one mile (walking) from the Salem Maritime NHS orientation center on Derby Street. As shown in Figure 12, a pedestrian walkway and stairwell leads up to the intersection from the south end of the parking lot and platform. Between the Bridge Street and MBTA lots there are approximately 430 parking spaces, as mentioned in the parking section.

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<sup>6</sup><http://www.mbta.com>

<sup>7</sup> Meeting with Kathy Winn, Tom Daniel, Frank Taormina, City of Salem, December 15, 2009.

**Figure 12**  
**Salem Depot, MBTA parking lot, and Bridge Street parking lot**

Source: Google Maps and the Volpe Center



## 9 Bus service

### 9.1 Massachusetts Bay Transportation Authority (MBTA)

The MBTA operates local and regional bus service connecting destinations within and external to Salem. The routes are summarized in Table 5 below. The table includes the route number, a description of the route, operating hours, service frequency, and the location and the distance of the closest stop to Salem Maritime NHS. Bus fares are shown in Table 6.

**Table 5**  
**Summary of MBTA bus service in Salem, MA**

Source: MBTA and Volpe Center

| Route | Route Description   | Approx. Hours      | Approx. Freq. (min.) | Nearest stop to Salem Maritime NHS | Walking Dist. (mi.) |
|-------|---|--------------------|----------------------|------------------------------------|---------------------|
| 426   | The 426 connects Haymarket Station in Boston's North End with the Salem Depot via Lynn on weekday nights. | 8:00 PM – 1:00 AM  | 30-80                | Salem Depot                        | 1.1                 |
| 450   | The 450 connects Haymarket Station in Boston's North End with the Salem Depot via Lynn.                   | 5:40 AM – 1:30 AM  | 30-80                | Salem Depot                        | 1.1                 |
| 450W  | The 450W is weekend-only service connecting Wonderland Station in Revere to Salem Depot.                  | 6:30 AM – 12:30 AM | 60                   | Salem Depot                        | 1.1                 |
| 451   | The 451 connects North Beverly Commuter Rail Station to Salem Depot.                                      | 6:45 AM – 7:45 PM  | 50-75                | Derby St. and Congress St.         | 0.2                 |

|      |  |   |       |                                  |     |
|------|--|---|-------|----------------------------------|-----|
| 455  | The 455 connects Salem Depot to Wonderland or Haymarket Stations (depending on the time of day) via Swampscott, Lynn, and Revere.  | 5:10 AM – 12:10 AM                      | 15-65 | Derby St. and Congress St.       | 0.2 |
| 455W | The 455 is weekend-only service connecting Salem Depot to Wonderland via Swampscott, Lynn, and Revere.   | 6:30 AM – 12:30 AM                      | 30    | Derby St. and Congress St.       | 0.2 |
| 456  | The 456 connects Salem Depot to Central Square, Lynn.  | 9:40 AM – 4:50 PM                       | 80    | North St. and Lynde St.          | 0.7 |
| 459  | The 459 provides the same service as the 455 but bypasses Wonderland and Haymarket Stations and serves Boston destinations including Logan Airport, World Trade Center, and Downtown Crossing. | 5:40 AM – 8:15 PM                       | 25-65 | Derby St. and Congress St.       | 0.2 |
| 465  | The 465 connects Danvers Square to Salem Depot via Peabody.  | 7:30 AM – 8:00 PM                       | 60-85 | Washington St. and New Derby St. | 0.5 |
| 468  | The 465 is an express service connecting Danvers Square to Salem Depot via Peabody.  | 7:00 AM – 8:15 AM,<br>6:00 PM – 7:00 PM | 50-60 | Salem Depot                      | 0.7 |

**Table 6**  
**MBTA bus fares**

Source: MBTA

| Ticket   | Cost   |
|--|--|
| Adults   | \$1.25/ride with CharlieCard,<br>\$1.50/ride with CharlieTicket or cash,<br>\$40/month |
| Seniors and persons with disabilities            | \$0.40/ride, \$20/month  |
| Blind persons                                    | Free   |
| Students (junior high and high school)           | \$0.60/ride, \$20/month  |
| Children (11 and under, accompanied by an adult) | Free   |

## 9.2 Intercity bus service

City Connect Express operates daily shuttle service between Boston and Salem, 9:30 AM to 7:00 PM. Ticket prices are \$8 each way.

## 9.3 The Salem Trolley

A private company, The Salem Trolley, operates hop-on-hop-off loop service in Salem<sup>8</sup>. The Salem Trolley offers one-hour narrated trolley tour daily from April through October. The tour runs hourly from 10 AM to 5 PM with the last full tour departing the National Park Service Visitors Center at 4 PM. Ticket prices are shown in Table 7. Tickets are good all day and include free shuttle service to 13 sites, 5 of which are attractions including Salem Maritime NHS:

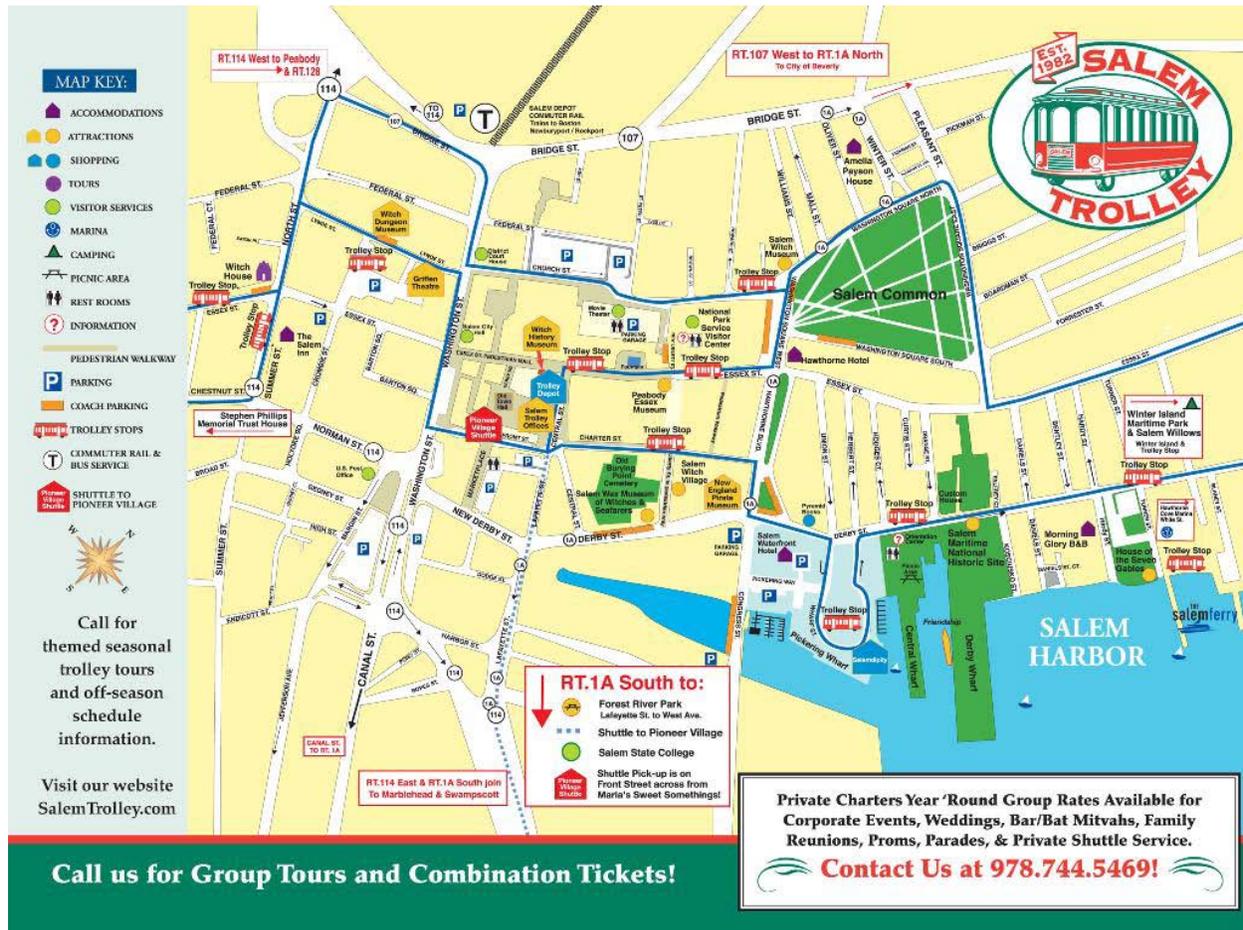
<sup>8</sup> Two separate trolley companies operated for the past several years through the 2009 season. As of spring 2010 only one trolley company, The Salem Trolley, is operating.

1. The Visitors Center & The Trolley Depot
2. Wax Museum & Salem Witch Village
3. Pickering Wharf & Capt's Restaurant
4. Salem Maritime NHS (flag stop)
5. The House of The Seven Gables
6. The Salem Ferry (flag stop)
7. Winter Island (flag stop)
8. Salem Willows (flag stop)
9. Salem Witch Museum
10. Peabody Essex Museum, Visitors Center & Trolley Depot
11. Witch Dungeon Museum
12. Salem Witch House & Salem Inn
13. Phillips House & Chestnut Street (flag stop)

A second trolley provides courtesy shuttle service for paying customers between the Salem Commuter Rail Station, Blaney Street Wharf, and the NPS visitor center (where the hop-on-hop-off service begins). The courtesy shuttle meets every arriving/departing train and ferry during trolley operating hours.

**Figure 13**  
**The Salem Trolley route**

Source: The Salem Trolley



**Table 7**  
**The Salem Trolley ticket costs**

Source: The Salem Trolley

| Ticket                 | Cost |
|------------------------|------|
| Adults                 | \$13 |
| Seniors (60+)          | \$12 |
| Children (6-14)        | \$5  |
| Children (5 and under) | Free |

## 10 Water transportation

### 10.1 Pickering Wharf and the South River

Pickering Wharf is home to a private marina, the Schooner Fame, a dinner cruise ship, and a variety of restaurants and gift shops. It is located just east of the historic wharves at Salem Maritime NHS and contains a portion of tidal properties critical to completion of the Harborwalk. In fact, as shown in Figure 14, the Harborwalk already connects from Salem Maritime NHS to Congress Street, however additional improvements including widening, landscaping, and signage are updates sought by the city.

Also sought by the city are improvements within the South River, particularly additional slips for yachts along the south bank. To accommodate these vessels, the city is seeking federal and state assistance to dredge the channel. Dredging is expected to be expensive due to toxic contaminants currently contained within sediments below the South River.

The proposed dredging plan is shown in Figure 15. The plan calls for the following dredging depths:

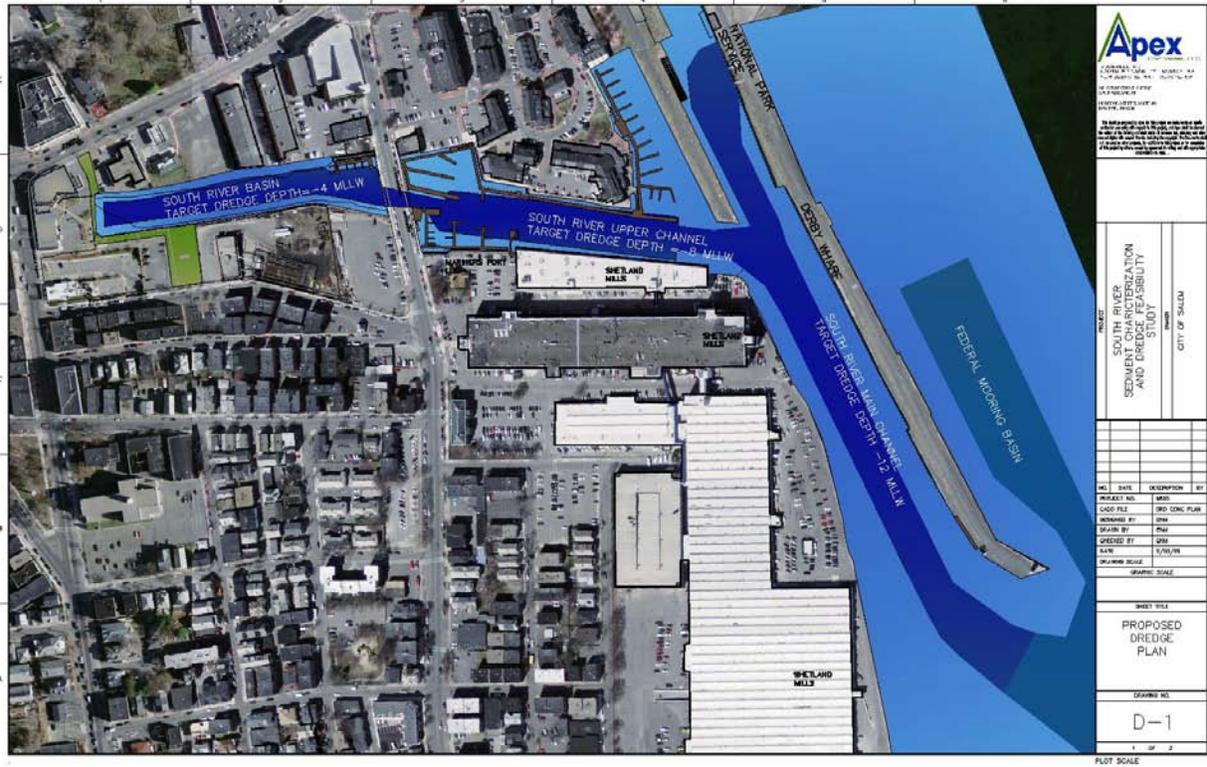
- Four feet below mean low water within the South River Basin;
- Eight feet below mean low water within the South River Upper Channel; and
- Twelve feet below mean low water within the South River Main Channel.

Dredging in the main channel would allow the tall ship Friendship to come and go more freely. Currently the ship is constrained to enter and exit the harbor only during high tide.

**Figure 14**  
**Existing and planned segments of the Salem Harborwalk**  
Source: City of Salem



**Figure 15**  
**Proposed South River dredging**  
 Source: City of Salem



## 10.2 Blaney Street Wharf

Blaney Street Wharf, the arrival and departure point for the Salem Ferry, is located roughly ¼ mile east of Salem Maritime NHS and contains parking for 120 vehicles. The ferry moors to a floating pier, shown in Figure 16, which was constructed in 2006. The city plans to make additional significant improvements to Blaney Street Wharf to accommodate a variety of ocean going vessels such as cruise ship and off-shore operations support vessels, local excursion boats, head boats, commercial fishing boats, inner harbor shuttles, water shuttles and taxis, marine construction and mooring service operations, and other commercial boating activities. The proposed Salem Wharf will likely need to be dredged to a depth of at least twenty feet below mean low water to facilitate these vessels. Total site development is expected to cost \$12,000,000 (in 2005 dollars) not including land development<sup>9</sup>. A preliminary design for the built-out wharf is shown in Figure 17. A funding source and timeline have not been set.

<sup>9</sup> Salem Harbor Plan, 2008.

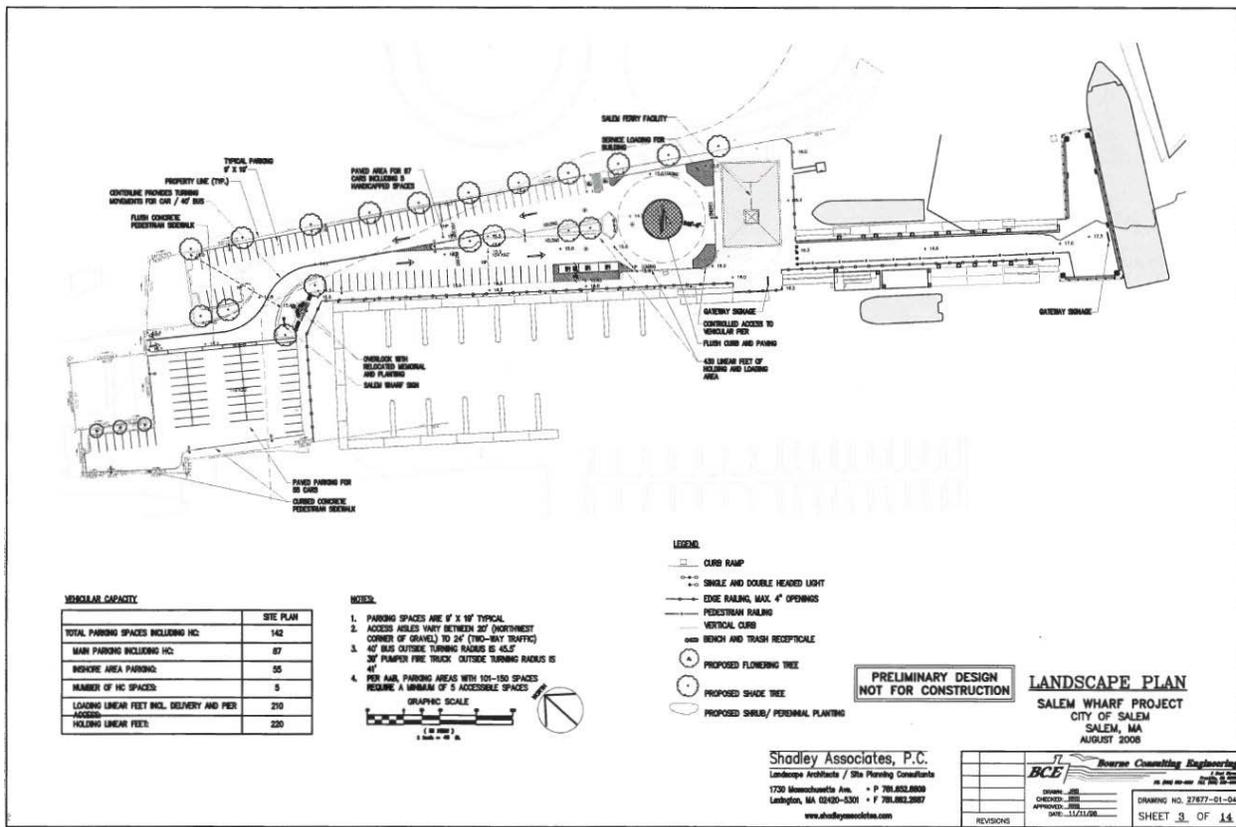
**Figure 16**  
**Blaney Street Wharf parking lot and floating pier**

Source: The Volpe Center



**Figure 17**  
**Preliminary design for completed Blaney Street Wharf**

Source: City of Salem



### 10.3 The Salem Ferry

The Salem Ferry is a high-speed catamaran providing seasonal service between Blaney Street Wharf and Boston's Long Wharf, located at the east end of State Street near Boston's financial district. On weekday mornings the ferry also operates commuter service between Blaney Street Wharf and Boston's Seaport,

located off Northern Avenue near the World Trade Center and MBTA's Silver Line. Both trips take roughly 45 minutes and carry up to 150 passengers.

In 2007 the ferry transported roughly 73,000 passengers. In 2008 the ferry transported roughly 85,000 passengers. In 2009 the ferry transported roughly 80,000 passengers, a six percent drop as compared to 2008.

The spring and fall ferry schedule is shown in Table 8. The summer schedule is shown in Table 9. Ferry rates are shown in Table 10.

The ferry is owned by the City of Salem and operated by Boston's Best Cruises under a "bareboat" charter agreement<sup>10</sup>. The company specializes in high-speed passenger ferry service in the Boston area. Boston's Best Cruises also runs the New England Aquarium Whale Watch and Harbor Discovery Cruises and the Harbor Islands Express ferry.

**Table 8**  
**Salem Ferry schedule, Spring and Fall 2009 (May 22-June 19 and Sept. 8 - Nov. 1)**

Source: The Salem Ferry

| Depart Salem | Arrive Seaport | Depart Boston | Depart Seaport | Arrive Salem |
|--------------|----------------|---------------|----------------|--------------|
| 7:00 AM*     | 7:40 AM*       | 9:00 AM*      |                | 9:55 AM*     |
| 10:00 AM     |                | 11:00 AM      |                | 11:55 AM     |
| 12:00 PM     |                | 1:00 PM       |                | 1:55 PM      |
| 2:00 PM      |                | 3:00 PM       |                | 3:55 PM      |
| 4:00 PM      |                | 5:10 PM       | 5:25 PM*       | 6:05 PM      |
| 6:10 PM      |                | 7:10 PM       | 7:25 PM*       | 8:05 PM      |
| 8:10 PM***   |                | 10:00 PM***   |                | 10:55 PM***  |

\* Monday – Friday only

\*\*\*Friday and Saturday nights only

**Table 9**  
**Salem Ferry schedule, Summer 2009 (June 20 – September 7)**

Source: The Salem Ferry

| Depart Salem | Arrive Seaport | Depart Boston | Depart Seaport | Arrive Salem |
|--------------|----------------|---------------|----------------|--------------|
| 7:00 AM*     | 7:40 AM*       |               |                |              |
| 8:00 AM**    |                | 9:00 AM       |                | 9:55 AM      |
| 10:00 AM     |                | 11:00 AM      |                | 11:55 AM     |
| 12:00 PM     |                | 1:00 PM       |                | 1:55 PM      |
| 2:00 PM      |                | 3:00 PM       |                | 3:55 PM      |
| 4:00 PM      |                | 5:10 PM       | 5:25 PM*       | 6:05 PM      |
| 6:10 PM      |                | 7:10 PM       | 7:25 PM*       | 8:05 PM      |
| 8:10 PM      |                | 9:00 PM       |                | 9:55 PM      |
| 10:00 PM***  |                | 11:00 AM***   |                | 11:55 PM***  |

\* Monday – Friday only

\*\* Saturday and Sunday only

\*\*\* Friday and Saturday nights only

<sup>10</sup> Under a bareboat charter, a boat is hired but no crew or provisions are included as part of the agreement.

**Table 10**  
**Salem Ferry fares, 2009**

Source: The Salem Ferry

| Type  | One-way  | Roundtrip |
|---|----------|-----------|
| Adult   | \$13.00  | \$24.00   |
| Child (3-11)  | \$10.00  | \$18.00   |
| Child (Under 3)   | FREE     | FREE      |
| Senior (65+)  | \$11.00  | \$20.00   |
| Family Package*   | \$40.00  | \$70.00   |
| All Passengers, Spring and Fall (May 22-June 19 and Sept. 8 - Nov. 1) | \$10.00  | \$20.00   |
| Commuter MBTA Monthly Pass  | \$198.00 |           |
| Commuter Ten Ride Pass  | \$54.00  |           |

## 10.4 Schooner Fame

Fame is a full-scale replica of a famous fishing schooner that was reborn as a privateer when war broke out in 1812. Fame was constructed in Essex, Massachusetts using traditional methods and launched in 2003. The schooner is based at Salem's Pickering Wharf Marina, from where it sails up to three times daily from Memorial Day through Halloween. Fame is also available for private charters, group outings, parties, and special events. Fame is owned and operated by Pennant Enterprises, Inc. Schedules and fares are shown in Table 11 and Table 12, respectively.

**Table 11**  
**Fame schedule**

Source: Pennant Enterprises, Inc.

| Dates                         | Scheduled Departures                                 |
|-------------------------------|--|
| May 29 through June 25        | 2 PM, 4 PM, and 6 PM, Saturdays and Sundays only     |
| June 26 through September 6   | 2 PM, 4 PM, and 6 PM, Every Day                      |
| September 7 through October 1 | 3 PM and 5 PM, Saturdays and Sundays only            |
| October 2 through October 31  | 2 PM and 4 PM, Saturdays, Sundays and Halloween Week |

**Table 12**  
**Fame fares**

Source: Pennant Enterprises, Inc.

| Ticket                  | Cost |
|-------------------------|------|
| Adults                  | \$25 |
| Seniors (65+)           | \$20 |
| Children (12 and under) | \$15 |

## 11 Non-motorized transportation

### 11.1 Pedestrian facilities

Salem has a compact, walkable downtown area with sidewalks, crosswalks, and several streets that have been dedicated to pedestrian-only access. The latter includes much of the area bounded by Washington Street and Hawthorne Boulevard on the east and west and Church Street/Brown Street and Front Street/Charter Street on the north and south. There are a few roads in this area open to automobiles, primarily to allow access to parking lots and garages.

The following projects to improve pedestrian amenities are planned or underway in Salem:

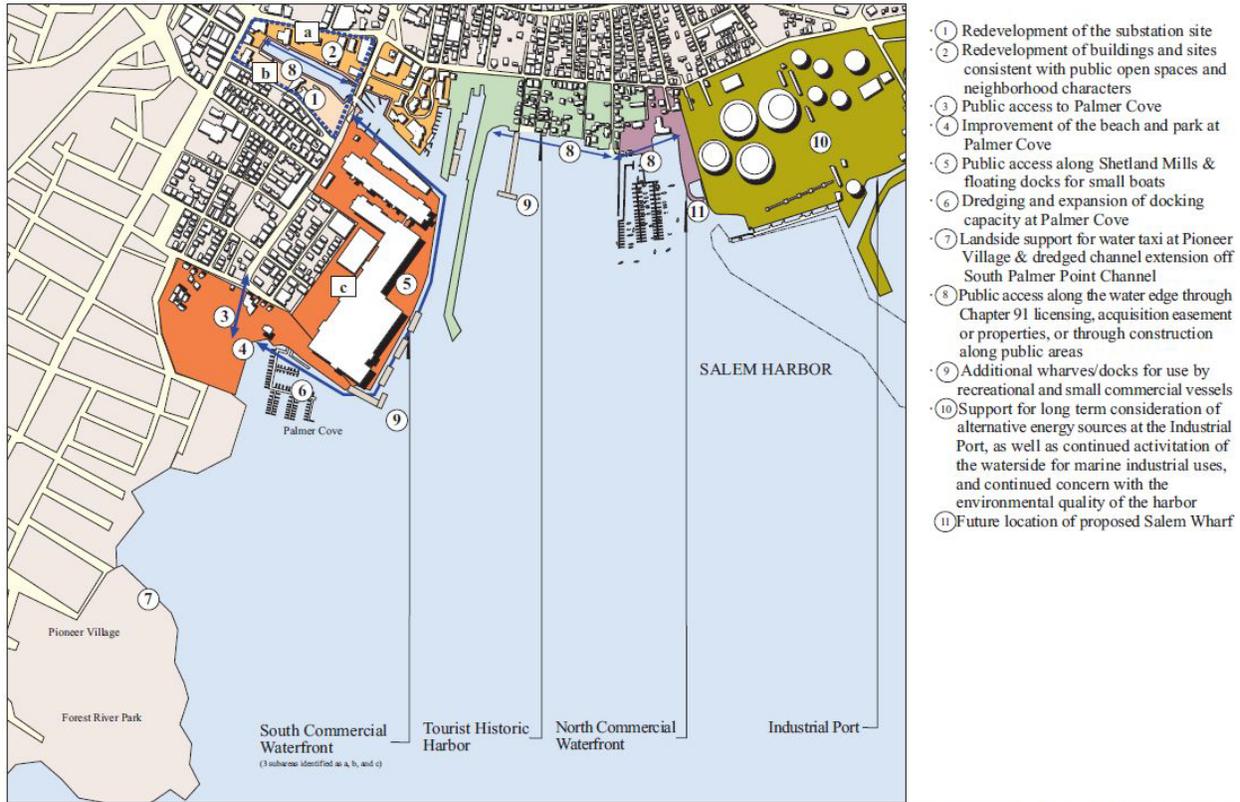
- The 2008 Harbor Plan update revises the needs and requirements for a Harborwalk in Salem. The Harborwalk is a long-term initiative designed to offer continuous pedestrian access along the edge of the Harbor from Winter Island to Palmer Cove. The Harborwalk will
  - comply with all relevant American with Disabilities Act (ADA) requirements;
  - have a distinct and recognizable design character of its own; and
  - run along both sides of the South River wherever physically feasible.

Under Massachusetts General Law, Chapter 91, The Massachusetts Public Waterfront Act, the Harbor Plan specifies the city's vision regarding tidal areas and includes requirements for owners of tidal properties in the South River to cede access rights or make specific improvements when development occurs or land uses change. These improvements will help complete the Harborwalk. The current status of the Harborwalk is represented in Figure 14.

- The 2008 Harbor Plan makes specific recommendations for all waterfront areas near downtown Salem. These recommendations are summarized in Figure 18.
- The 2008 Harbor Plan makes the following area-wide recommendations regarding pedestrian facilities in Salem:
  - Implement a consistent and coordinated streetscape program of sidewalk paving, signs, street furniture, trash and recycling receptacles, lighting and planting throughout the waterfront.
  - Initiate a citywide "path finding" sign strategy to allow visitors to easily find their way to and from the waterfront, coordinated with other destinations.
  - Promote easy pedestrian connections between the waterfront and the downtown at various points within the planning area.
- A proposed park at 15 Peabody Street is located a half mile from the Orientation Center. The park will feature a boardwalk, green space and garden space, a play area, and a canoe launch. Construction is estimated to be completed in early 2010.
- The 2007-2012 Open Space Plan suggests numerous pedestrian improvements:
  - The Recreation Department and the Parks and Recreation Committee will replace park benches on a regular basis, starting with the Willows.
  - The City Beautification Committee will create a short list of the most important and emblematic public landscapes, such as the Common, the Willows, and Winter Island for a special priority maintenance program.
  - The city will improve hiking trails in Forest River Conservation Area and Highland Park.
  - The city will continue to work toward implementation of the Harbor Walk project.

**Figure 18**  
**Overview of Salem Harbor Plan recommendations**

Source: Salem Harbor Plan (Fort Point Associates, 2008)



The following is a list of walking tours available to Salem visitors and residents via the Salem Maritime NHS website<sup>11</sup>:

- The National Park Service provides a self-paced audio tour of Salem Maritime NHS. The tour takes about an hour to complete, and consists of ten stops. The stops are marked on the map, which along with the audio files, is available on the website in .pdf format<sup>12</sup>.
- The McIntire Historic District Architectural Walking Trail, designed by the National Park Service and the Salem Partnership, is a self guided tour leading visitors through a district containing four centuries of architectural styles, from the mid-17<sup>th</sup> century through the early 20<sup>th</sup> century.
- The Architecture in Salem guide introduces the differences between four centuries of architecture in the city, and highlights outstanding examples of architecture that are open to the public.
- Nathaniel Hawthorne's Salem: A Walking Tour of Literary Salem interprets the world of Salem's best known author in three separate walking tours, each lasting approximately one hour.
- Bowditch's Salem: A Walking Tour of the Great Age of Sail interprets Salem from the perspective of the famous navigator Nathaniel Bowditch.

<sup>11</sup> <http://www.nps.gov/sama/planyourvisit/upload/McTrail.pdf>

<sup>12</sup> <http://www.nps.gov/sama/photosmultimedia/audiotour.htm>

## 11.2 *Bicycle facilities*

Bicycle travel is permitted on all 88.5 miles of public roads and streets in Salem with the exception of the Essex Street Mall area of downtown Salem. There are 2.34 miles of multi-use paths in Salem, none of which connect to each other. In 2009 the city installed its first on-street bike lanes on Lafayette Street. The city installed a dedicated on-street bike lane in the southbound direction and a shoulder wide enough to accommodate bike use in the northbound direction.

The city has published a map of existing and proposed bicycle routes shown in Figure 19.

**Figure 19**  
**Existing and proposed bicycle paths**

Source: City of Salem



The 2009 Bicycle Circulation Master Planning Study focuses on how to use limited dollars at places where the most significant improvements to bike circulation will occur and provides a context for decision-making from a citywide perspective rather than solely on a project-specific basis. Specifically, it:

1. Updates the existing and proposed bicycle circulation system;
2. Identifies and evaluates near and long term bicycle circulation enhancement measures; and
3. Recommends a citywide bicycle circulation strategy.

The Bicycle Circulation Master Planning Study documents a route for the 4.85 mile “Pilot Route”, a family-friendly bike route that connects the City’s major waterfront park system, shown in green in Figure 19. The study also documents needs for other improvements including road-crossing safety measures, additional road and mountain bike routes, and bike share stations.

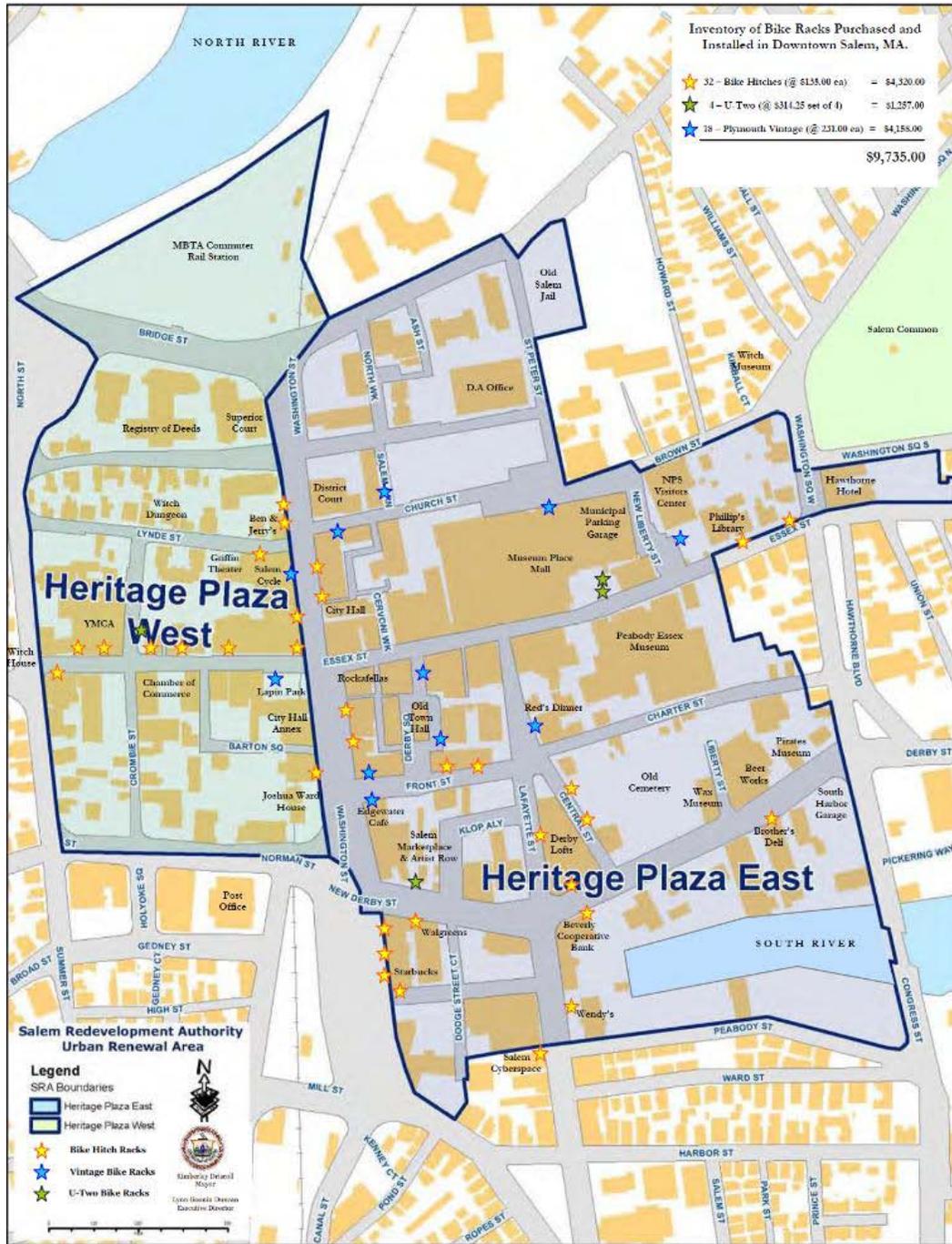
In addition, the 2007-2012 Open Space Plan makes several recommendations regarding area-wide bicycle improvements, namely to:

- Acquire old railroad rights of way for multi-purpose trails; and
- Purchase and install bike racks throughout downtown, schools, and parks.

Salem Maritime NHS has two bicycle racks. A bicycle rack that accommodates roughly 10 bicycles is located near the restrooms behind the Salem Maritime NHS Orientation Center. Another is located outside the entrance to the visitor center.

The city has installed almost 50 bicycle racks in downtown Salem, shown in Figure 20. As shown in the figure, there are three bicycle racks on Essex Street near the Salem Visitor Center that are roughly a quarter mile from the Orientation Center.

**Figure 20**  
**Inventory of bike racks in downtown Salem**  
 Source: City of Salem



## 12 Acknowledgements

Michelle Blees  
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Curator, Salem Maritime NHS

Bill Luster  
President, North Shore Alliance for Economic Development

Wayne Mitton  
Northeast Regional Director, Trustees of Reservations

Rinus Oosthoek  
Executive Director, Salem Chamber of Commerce

Captain Michael Rutstein  
President, Pennant Enterprises, Inc (owner/operator of Schooner Fame)

Frank Taormina  
Staff Planner/Harbor Coordinator, Department of Planning and Community Development, City of Salem

Patricia S. Trap  
Superintendent, Salem Maritime NHS, Saugus Iron Works National Historic Site

Bill Walker  
President, Water Transportation Alternatives (dba Boston's Best Cruises, Salem Ferry operator)

Kathleen Winn  
Deputy Director, Department of Planning and Community Development, City of Salem

Patricia Zaido  
President, Salem Partnership

## Appendix A: Document Review

### *Bicycle Circulation Master Planning Study (Fay, Spofford & Thorndike, 2009)*

The Bicycle Circulation Master Planning Study focuses on how to prioritize impactful bicycle projects under limited funding constraints and proposes projects based on a systemic rather than project-specific perspective. It recommends completion of the 4.85 mile “Pilot Route” as well as includes suggestions for additional bicycle infrastructure in Salem and connections to nearby towns and destinations.

### *Salem Harbor Plan (Fort Point Associates, Inc, 2008)*

The 2008 plan is an update to the 2000 plan. It provides recommendations organized into the following themes:

- Infrastructure – Includes dredging priorities to support commercial activities, water taxis, and recreation; proposes dock facilities to support water taxi service and NPS vessels; and proposes numerous improvements on Winter Island.
- Public access – Seeks to complete a continuous walkway along the harbor’s edge from Forest River Park to Winter Island and the Willows; seeks to implement a streetscape improvement program; seeks to establish a system of informational and directional signs; seeks to improve vehicular access and parking; and seeks to create facilities to support water taxi service to Forest River Park and Pioneer Village.
- Activation of the harbor’s edge and watershed – Seeks to develop and promote a distributed maritime history of Salem by connecting sites through transportation links (e.g., water shuttle, trolley) and pedestrian pathways.
- Governance – Suggests the continuation and creation of various boards and committees.
- Transportation and marine commerce – Seeks to create a “Salem Wharf” at 10 Blaney Street; supports exploration of other regional ferry connection opportunities, cruise ships, excursion boats, harbor tour boats and water shuttle/water taxi services; and seeks to develop an overall transportation strategy for the waterfront.
- New revenues – Suggests opportunities to increase economic growth in the waterfront areas.
- Environmental resources – Encourages eco-friendly forms of transportation including bicycles, pedi-vehicles and walking.

### *Downtown Salem Retail Market Study: Strategy and Action Plan (Karl F. Seidman Consulting Services, and ConsultEcon, Inc., 2007)*

This report presents the recommended strategies and action plan to strengthen downtown Salem’s retail base, expand its customers and improve the customer experience while visiting and shopping downtown. Transportation and land-use related findings include the following:

- Vistiation – Salem draws 700,000 tourists and 1 million total visitors each year.
- Parking – Parking availability and traffic received the worst ratings in a survey of area households, with 30% to 32% of respondents viewing these features as poor. Residents cited improved traffic and parking as one way to increase their downtown patronage.
- Signage – Better signage and information to navigate downtown and identify key attractions and downtown sub-districts should be created.

### *North River Canal Corridor Plan Project Overview (DPCD, City of Salem, 2004)*

Located west of (and including) the Salem Depot, the North River Canal Corridor consists of historic residential areas, and a river of regional ecological significance, and large pieces of parkland. The area also includes several vacant or underutilized parcels that have been identified as central to revitalization in the area. This plan seeks to engage the community in securing a vision for the area and planning for the future. The transportation component of the plan describes existing and expected future conditions and provides eleven short-term and six-long term recommendations. Recommendations relate to pedestrian improvements, traffic calming, circulation, and road network changes/extensions. These recommendations do not appear to directly impact Salem Maritime NHS.

### *City of Salem City Sign Program Comprehensive Plan (John Roll & Associates, 2003)*

This plan contains design guidelines, location maps, and a message schedule for automobile and pedestrian signage improvements.

### *Long Range Interpretive Plan: Salem Maritime NHS, Massachusetts (National Park Service, 2001)*

This plan recommends actions that should occur over the eight to ten year period following 2001. It identifies Salem Maritime NHS themes, describes visitor experience goals, and recommends interpretive services and outreach activities to communicate the park's purpose, significance, and values. The plan identifies visitor profiles such as families, school groups, senior and tour groups, incidental visitors, regional visitors, local residents, virtual visitors, and subject matter enthusiasts. Several visitor experience goals related to transportation include allowing visitors to:

- Have a safe visit;
- See all the park resources, including walking out onto the wharves, regardless of physical abilities; and
- Find their way around the park without needing to ask assistance.

The study notes several transportation related issues:

- Parking is noted as “a scarce commodity around the site.” Visitors may not be aware of parking in the Derby Street South Harbor parking garage or the parking garage near the Salem Regional Visitor Center.
- Traffic on Derby Street is reported to discourage some visitors from crossing to visit the Salem Maritime NHS Orientation Center.
- Public facilities, the orientation center, and park attractions are not adequately signed. Park maps are inadequately labeled.
- Salem Maritime NHS's maritime resources contain falling and tripping hazards.
- Most of the historic structures are not accessible to persons with mobility impairments.
- The city has an inconsistent signing system that makes it difficult for visitors to locate Salem Maritime NHS and other Salem attractions.

### *Salem Maritime NHS: Site Plan and Environmental Assessment (National Park Service, 1991)*

This plan is an update to the Master Plan, completed in 1978. The major planning goals are to revitalize the site, rehabilitate the wharves, provide adequate maintenance facilities, and integrate the site with the city of Salem. The plan presents four alternatives including performing no action, adding form and function to

the wharves, building a museum on Derby wharf, and increasing emphasis of wharves without form and function. In all of the alternatives but no action, parking would be relocated to a downtown garage and visitors would be directed to a regional visitor center. Shuttle buses would provide transportation to the Salem Maritime NHS. Parking within the site boundary would be closed during the day.

### *The Salem Project: Study of Alternatives (1990)*

This report analyzes alternative ways of preserving, interpreting, and managing resources in Salem which may enhance the story to be told at Salem Maritime NHS. It inventories existing resources, opportunities, and constraints, presents preservation and interpretation alternatives and management alternatives, and suggests future directions for Salem and Salem Maritime NHS. Each of the preservation and interpretation alternatives addresses transportation. Specifically, the “Salem Only / All Themes” alternative calls for visitors to leave their cars at parking lots located near a central visitors hub or to arrive from Boston via public transit. They would circulate through the city using alternative transportation systems such as trolleys, buses, bikes, and boats. Boat tours would have a high priority and would connect to many attractions within Salem Harbor including Salem Maritime NHS, House of Seven Gables Historic District, Winter Island and the Salem Willows, and Forest River Park including Pioneer Village. Boats would be timed to integrate with trolleys and buses. Bicycle concessions could encourage bike use, especially in the Willows and Winter Island.

### *Transportation Plan: Salem Massachusetts (Bruce Campbell & Associates, 1990)*

This reports the findings of a transportation study that supports the Salem Project. Existing conditions are as follows:

- Most visitors arrive from State Route 128 via Route 114. Minor gateways are Routes 107 and 1A.
- The street network in the central business district is complex, congested, and has limited signage.
- Parking at non-downtown historic sites is limited and inadequate on peak days.
- There is no uniform plan for signage and many of the signs are inadequate and confusing.
- Transit includes bus and train services to Boston and Gloucester.
- A private trolley operator provides narrated sight-seeing tours by mini-bus through downtown Salem.
- Salem is pedestrian friendly due to its pedestrian mall, painted-line “Heritage Trail, and Chamber of Commerce maps to historic sites.
- Several new projects are planned including a new MBTA parking garage at the Salem Depot, a new Salem-Beverly bridge, a visitor center at the refurbished armory building, and road redesign and circulation improvements downtown.

The report provides several recommendations including the following:

- Improve visitor access by developing a Salem Bypass/Parkway and redesignating Routes 114 and 1A to alternative streets.
- Redirect commercial and commuter traffic to Washington Street, the focal point of local circulation patterns.
- Increase parking capacity at four locations: MBTA commuter rail station (increase to 1,635 spaces), the Church Street Parking Lot (to 552 spaces), Riley Plaza (to 480 spaces), and Congress Street at the South River (to 485 spaces).
- Develop a shuttle bus system among these garages and sites in the city, and implement ferry service between Boston and Salem.
- Improve signage and wayfinding provided by the National Park Service and the City of Salem.

## *Visitor Study of Salem, Massachusetts and the Salem Maritime NHS (Project Salem, May 1990)*

Published by The Salem Project, joint effort of public and private interests, this visitor study seeks to understand travel patterns, visitor preferences and satisfaction levels, and market characteristics for Salem. Major findings include the following:

- Most New England visitors make day trips from their homes;
- 56% of visitors originate outside of New England, 28% come from New England, and 16% are local;
- Of those not from New England, 77% visit Boston and 20% stay overnight in Boston;
- The primary reason for visitation is “witches” followed by “early American history” and “maritime history”;
- Visitors tend to be well-educated;
- Nearly all visitors travel by automobile;
- The highest visitor flows occur near the Salem Witch Museum and along the Essex Street Pedestrian Mall, while Derby Street near Pickering Wharf, the House of the Seven Gables, and to a lesser extent, the Witch House are also high density nodes for visitors;
- Tour information was rated positively, while directional signs were considered poor; and
- City accessibility and parking were evaluated favorably.

The study places a particular emphasis on the need for consistent signing and improved wayfinding within Salem Maritime NHS and among sites.

**REPORT DOCUMENTATION PAGE**

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