

Downtown 2005 Plan



Peabody, Massachusetts
Peter Torigian, Mayor
January 1999

EXECUTIVE SUMMARY

An attractive, vibrant downtown forms the core of people's impressions about the health and vitality of the entire community. The Downtown 2005 ACTION PLAN has been developed to provide a road map for the future economic vitality of downtown Peabody. It is designed to build on the downtown's current economic strength, as well as the revitalization efforts that began in the early 1980s.

The primary goal of this ACTION PLAN was to develop a broad consensus in the downtown community as to what actions need to be taken in order to sustain and improve the economy of the area, and to present a positive image of downtown for the entire City of Peabody.

Based on this goal, the ACTION PLAN emphasizes the following objectives:

Marketing and Promotion: An aggressive, pro-active business identification and recruitment strategy must be pursued to ensure that 100% building occupancy is attained with businesses that add to the economic market served by the downtown.

Land Use: There is a need for a high-profile cultural, institutional, or recreational use that will draw people downtown and provide spin-offs for smaller existing or new businesses. Other new land uses should be compatible with and supportive of the current uses of the downtown area.

Aesthetics: Restoration of downtown storefronts should reflect the architectural character and quality of the City to ensure an attractive setting for economic vitality. In conjunction with facade renovations, expansion of open space and streetscape improvements are needed to provide an attractive setting for continued economic vitality.

Traffic and Parking: Parking needs to be expanded in areas of high demand and where current supplies are inadequate. Ongoing efforts are needed to ensure that access to and from the downtown will be safe and convenient.

PROCESS

Past Planning Efforts. The Downtown 2005 ACTION PLAN relies on the continuation of revitalization efforts that have been developed over the past fifteen years or more. In 1979, the City commissioned the Center for Economic Development at the University of Massachusetts to prepare a market study. This study recommended that specialty retail shops and services be targeted, to fill a niche which would not need to compete with regional shopping malls in the area.

Since 1979, the City has been actively promoting the revitalization of downtown and its surrounding neighborhoods on a number of different fronts. Some 1300 homes have been rehabilitated. Main, Walnut and Washington Streets were fully reconstructed through the Urban Systems program. Twenty-seven residential and side streets have been rebuilt with new utilities, sidewalks and landscaping. An active facade improvement program and the City's gap financing loan program have resulted in rehabilitated buildings housing new businesses. A sign buy-back program has resulted in more attractive, appropriately scaled signage along Main Street.

Peabody's 1990 Master Plan Update gave special consideration to the downtown area, and focused on the North River as a underused corridor with potential for re-use as linear park and pedestrian spine. A design competition for this Riverwalk was held in mid-1993, with entries received from as far away as China.



The North River Neighborhood Plan, which was completed in early 1993, studied zoning and land use in the areas surrounding Main Street, and echoed the Master Plan's recommendation to use the North River corridor as a spine for open space and recreation, pedestrian travel, and mass transit.

Downtown 2005 ACTION PLAN, a Community-based Plan. The Downtown 2005 ACTION PLAN was formulated in an 18-month-long series of meetings in the community that began in April 1995. Led by a Steering Committee of about a dozen civic leaders, the Sounding Board, a group of some 70 residents, landowners, and business people, met monthly to discuss and brainstorm about a range of downtown-related issues, from marketing and promotion, to land use and zoning, to traffic and parking, to aesthetics. For each topic, the group reached consensus on a number of policy statements, then listed and prioritized the most important action steps to achieve the overall vision. This process resulted in the implementation strategy that is outlined in the last section. Implementation of these goals will require the active support and participation of all parties involved in the downtown area: property owners; business owners; employees; and government.

Concurrently, the City of Peabody commissioned a market analysis of downtown Peabody that was prepared by the Office of Thomas J. Martin, a Cambridge, MA marketing consulting firm. This study assessed opportunities for business expansion and approaches to realizing it. A summary of the market analysis is found in the section on Marketing and Promotion; a full copy of the analysis is available at the Community Development and Planning Department office at Peabody City Hall.

STUDY AREA

The ACTION PLAN includes Peabody's central business district and the industrial areas surrounding it as well as the adjoining residential areas. It extends from the Leather City Common on Lowell Street to the Salem City line, and from the George Peabody House Civic Center on Washington Street to Walnut Street and the Webster Street industrial area near Tremont Street. Figure 1 illustrates the general boundaries of the study area.

MARKETING AND PROMOTION

The most critical component of the Downtown 2005 ACTION PLAN is the economic strength of the downtown. The market analysis prepared in conjunction with the ACTION PLAN had four components: an assessment of the study area's relative position in the market economy; a telephone survey of consumer attitudes and preferences; a written survey of business owners and managers; and recommendations for future action.

Figure 2

Summary of Supportable Retail, Commercial and Restaurant Space			
	Primary Market Area	Secondary Market Area	Total
Food/beverage/tobacco at home	428,000 SF	715,000 SF	1,143,000 SF
Food away from home	316,000	566,000	882,000
Pharmacy Related	87,000	148,000	235,000
Personal care services	67,000	117,000	184,000
Household Equipment & Services	365,000	664,000	1,029,000
Apparel	341,000	613,000	954,000
Entertainment Related	222,000	396,000	618,000
Other Commercial Categories	655,000	1,188,000	1,843,000
Total	2,481,000 SF	4,407,000 SF	6,888,000 SF

Source: Claritis, Inc. and the Office of Thomas J. Martin

Market Position. Downtown Peabody was historically the traditional center for government and business, but loss of downtown manufacturing jobs and the shift to an automobile-oriented retail environment has forced a re-evaluation of its role in the local economy. Although the downtown area cannot compete with the regional malls for



Figure 1: Downtown 2005 Study Area

comparison shopping, offerings in the retail sectors of neighborhood business, drive-by/convenience retail, and destination retail categories could be made more competitive. In particular, the traffic patterns through the downtown area (to Salem and Marblehead) suggest that a shift toward greater consumer orientation would benefit the 347 businesses downtown.

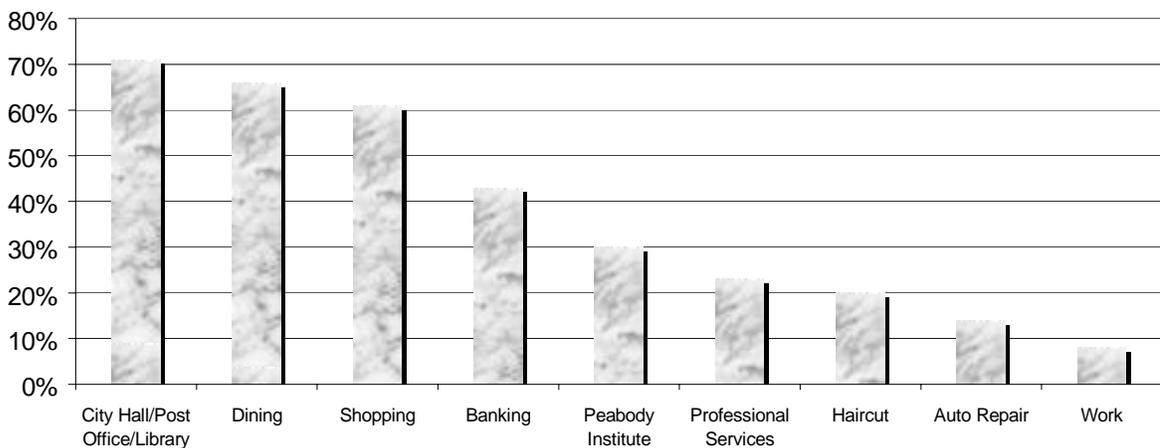
Downtown Peabody draws from a primary market area of 52,860 residents, with an average household income of \$47,140 and potential retail spending per household of \$13,875 per year. This market area extends west to Route One, and east to the commuter rail line linking the North Shore with Boston.

The secondary market has 86,914 residents, with an average household income of \$59,076 and potential retail spending per household of \$14,914 per year. This market area extends to West Peabody, Lynn and Swampscott north of Route 129, Salem and Marblehead, and the southern portions of Danvers and Beverly. Figure 2 presents a summary of the market potential for the primary and secondary market areas.

The market areas have a total population of about 139,800 residents, with a combined income of about \$3 billion annually. These residents spend over \$800 million in selected retail and service categories such as food, personal care, household equipment and entertainment, and can support an estimated 6.9 million square feet of retail, restaurant, and selected service industry. In addition, an estimated 650,000 tourists visit the Salem area annually. With its central location, existing commercial infrastructure, and improving physical presence, downtown Peabody is in an excellent position to take advantage of these market opportunities.

Telephone survey. The market analysis surveyed two hundred residents of Peabody and Salem by telephone as to their attitudes about and interest in downtown businesses. Of the 78% that visited downtown at least once a month, their reasons were as follows: 71% for City Hall/post office/library; 66% to eat out; 61% to shop; 43% for banking; 30% for the library; 23% to see doctors, lawyers or other professionals; and 20% for a haircut.

Figure 3: Reasons for Visiting Downtown Peabody

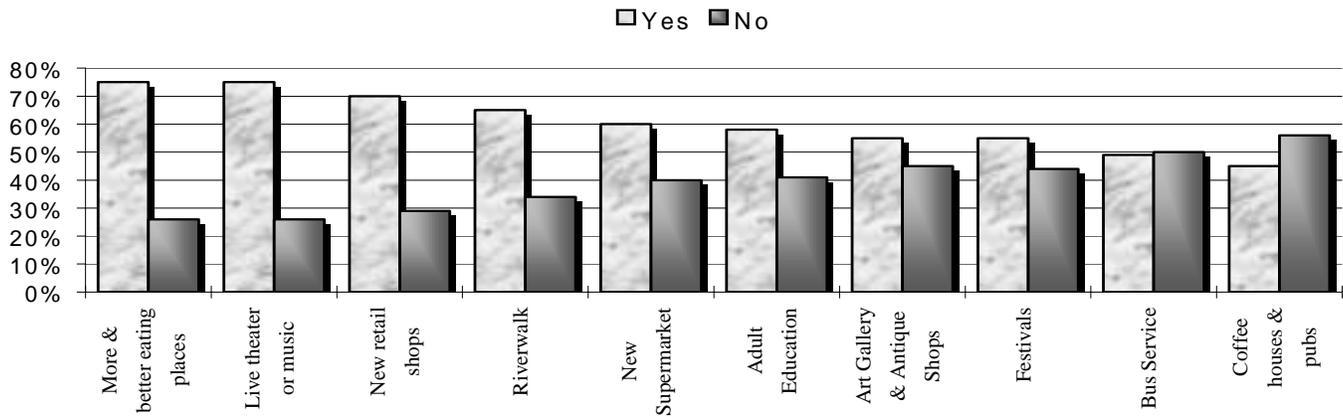


Of the 22% surveyed who rarely or never visit downtown, 67% said that it does not offer what they need, or that there is no need to go there, while 33% said that it is too far, or it has traffic or parking problems. Overall, the respondents found downtown to be clean, safe and friendly, but noted that road conditions (51%), parking (39%) and selection of stores (33%) were poor or below average.

When asked what types of activities would increase their likelihood of visiting downtown, respondents listed more restaurants; live theater or live music; a movie theater; new retail shops; the Riverwalk; a grocery superstore; adult education classes; more festivals; art galleries; and antique shops. The surveyed responses are presented in figure 4.

Figure 4:

What actions would increase the likelihood of visiting downtown Peabody?



Business survey. The market analysis included the results of a confidential written survey delivered to 300 business owners downtown. Unfortunately, despite follow-up calls, only 25 surveys were returned. Respondents had a generally positive outlook for the future success of their businesses. They were less sanguine about parking, traffic congestion and pedestrian access.

Nevertheless, respondents' ideas and recommendations were detailed and thoughtful. For vacant sites and vacant buildings, they recommended more parking, housing, industrial start-ups, community buildings, a museum, health club, other recreational uses, and space for artisans and craftspeople, among others. Respondents suggested business types such as a supermarket, clothing/shoe store, hardware store, restaurants, a pet store, crafts, video, other entertainment, specialty stores, office supplies, gourmet coffee, bakery and new car dealership as potentially successful uses.

The respondents had a number of operations and marketing ideas for the downtown area, including a variety of traffic suggestions (see Traffic and Parking section). Marketing

ideas included more sidewalk sales, more downtown promotions, improved store signage, cooperative advertising, more night-time activities, a marketing committee, and a spotlight on new businesses.

Recommendations. The marketing study recommended that marketing efforts in the downtown area respond to the significant pass-by traffic (over 25,000 vehicle trips per day) downtown workers (approximately 660) and the potential to capture trade from the approximately 650,000 annual tourists to the Salem area. There is great potential in the downtown area to locate new stores, expand upon existing businesses, and generate higher sales volumes for existing businesses.

The study also suggested that the downtown area should offer a complete mix of neighborhood and convenience type retailing, a selection of complementary clothing, household and gift stores, and business and retail types that are destination oriented, rather than trying to compete with the regional malls on comparison/price shopping. Stores and businesses should be logically clustered so that people can visit several businesses in one stop, and so that businesses that are natural extensions can be mutually reinforcing.

The market study recommended that an active retail recruitment committee be formed to attract strong, complementary businesses to the downtown area, and to coordinate with the real estate community and local government. A downtown committee is also needed to prioritize and implement the private sector initiatives that cannot be accomplished by local government.

Consensus on Marketing and Promotion Policies...

- The downtown cannot, and should not, compete with the malls on comparison/price shopping. Rather, downtown should focus on neighborhood, convenience and specialty retailing. These uses should be clustered where practical, in order to be mutually supportive.
- In particular, retail categories with excellent prospects include supermarket and ethnic food markets, antique stores, full service restaurants, and a gym or physical fitness center. A longer list of categories with good prospects is contained within the market study. The downtown area also needs a major community use that can serve as a focal point, generate lots of foot traffic, and support the existing land uses in the area.
- An ongoing management entity is needed to recruit these types of uses, and to coordinate operations and management issues of mutual interest to downtown businesses.

LAND USE

The study area is densely developed, with a mix of single-story commercial and industrial buildings, multi-story commercial buildings and wood frame two- and three-story residences. Vacant lots where buildings once existed are scattered throughout the study area.

The study area contains several zoning districts: Business-Central (BC) along Main Street and a portion of Central and Foster Streets; Light-Industrial (IL) along Foster and Walnut Streets; and a mix of multi-family residential districts (Residence 2, two-family and Residence 4, multi-family) along Washington Street. The BC district allows multi-family housing, institutional and commercial uses. The IL district allows commercial and industrial/manufacturing uses. The R2 district allows single- and two-family homes and some institutional uses by special permit. The R4 district allows most residential and institutional uses as well as many commercial uses. The Sounding Board did not recommend any comprehensive changes to the zoning district lines or table of uses.

Consensus on Land Use Policies...

- In order for the downtown to thrive, land uses need to be guided and shaped based on the following policies. In the Foster Street area, the Sounding Board recommended a mix of residential, office and retail uses. The Bleachery complex at 119R Foster Street has historical significance, and efforts should be made to save the buildings and re-use them as a special industrial redevelopment area. The Sounding Board voiced concern about the proliferation of automobile-related uses along Foster Street, and recommended that they be reduced, controlled, and improved as to appearance as appropriate.
- The Walnut Street area is in transition. The leather-related industrial uses are all but gone, and the area is being redefined with retail and start-up businesses. The Sounding Board recommended recruitment of more specialty retail activities in this area, anchored by the development of the Stop and Shop supermarket on Howley Street, which is the catalyst for redevelopment on Walnut Street and the east end of Main Street. The Sounding Board also recommended that the Webster Street industrial area become a mixed-use area, with retail, industrial and housing land uses.
- Along Main Street, the Sounding Board recommended that neighborhood and specialty retail activities be enhanced, and that opportunities for professional and service-oriented businesses be expanded.

AESTHETICS

Significant progress has been made in enhancing the image of the study area. Since 1979, the Community Development Block Grant program (Small Cities) has assisted 27 property owners with the renovation of 42 building facades along Main Street. A sign buy-back program resulted in the removal of 46 out-dated, over-scaled signs and replacement with smaller signs built from more appropriate materials. Over \$6 million in federal grants has been spent on traffic and streetscape improvements, including new concrete sidewalks, historically appropriate street-lighting, trees, benches, and trash receptacles.

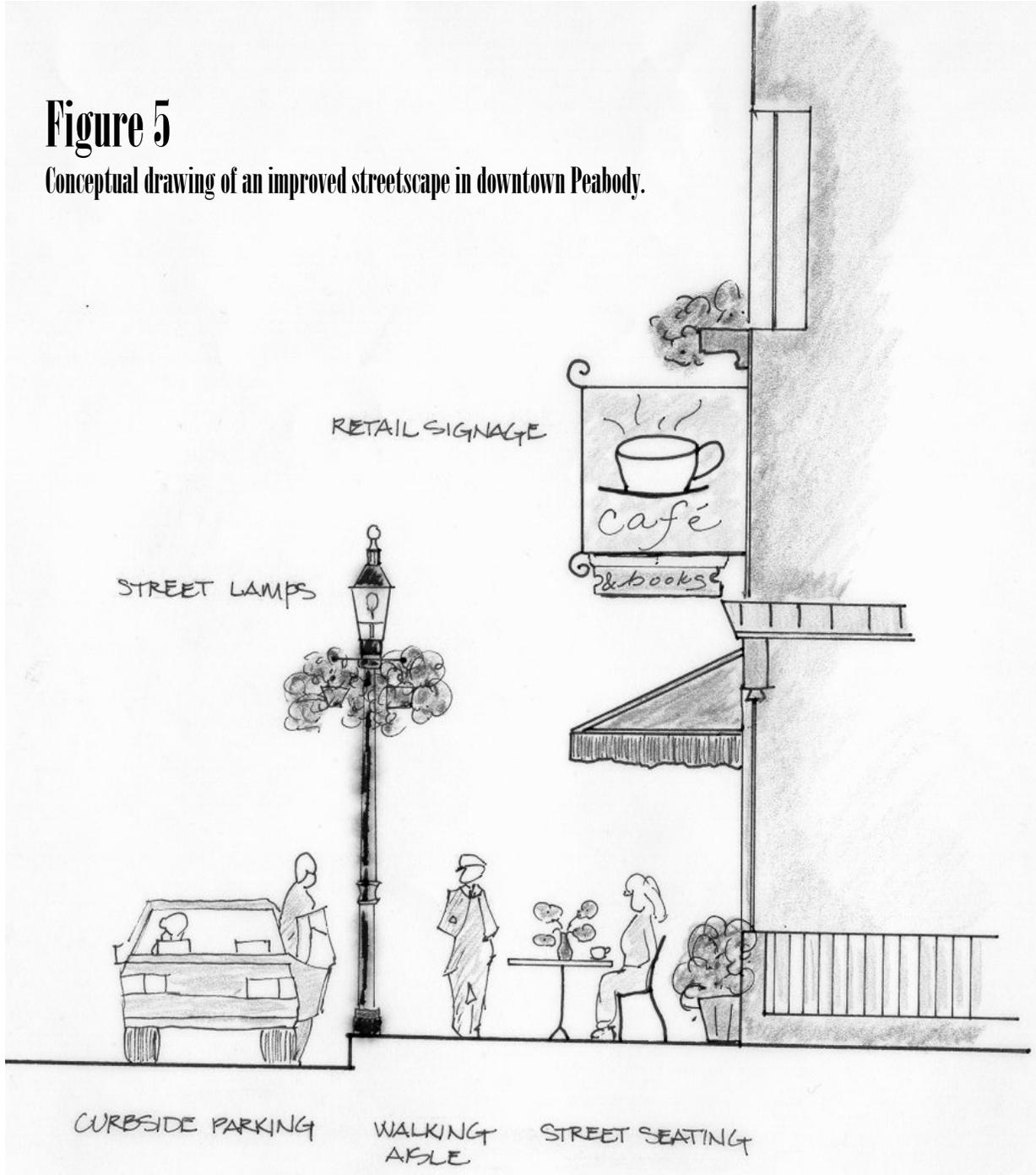
The City has completely renovated two parking lots, and has created three new lots. A vest-pocket part named Constitution Park was dedicated in 1987 in Peabody Square, and the Leather City Common, on the site of a former leather tannery, was dedicated in 1992. The City sponsored an international design competition in 1993 for the Riverwalk, a downtown linear park, and both the Common and the Foster Street municipal parking lot incorporate the design elements of the Riverwalk. The Adopt-an-Island program, the hanging flower baskets, and the banner series all add seasonal color and visual excitement to the downtown.

Consensus on Policies Regarding Aesthetics...

- Peabody needs to continue and expand all of its physical revitalization efforts, including streetscape and sign improvements if the downtown area is to remain competitive in the North Shore economy. Figure 5 illustrates some of the proposed design elements of an improved downtown streetscape. Additionally, major projects such as the Riverwalk, should be pursued in order to maximize open space within the densely developed downtown area.

Figure 5

Conceptual drawing of an improved streetscape in downtown Peabody.



TRANSPORTATION

TRAFFIC

The primary goal in developing a list of priorities for traffic management is to establish a transportation network that moves vehicles into and through downtown in an efficient and safe manner, while providing maximum benefits to area businesses. The Downtown 2005 ACTION PLAN will continue to improve the quality and efficiency of the present transportation system and will focus on several key priorities.

The development of an action plan is based on several variables, including existing conditions, which must be considered when developing a plan. Peabody's strategic geographical location, and the layout of roadways leading to the downtown, serve as an important regional travel corridor between Route 128/Interstate 95 and easterly communities, including Salem, Lynn, and Marblehead. People also travel to the downtown because of the civic land uses, including the District Courthouse, Post Office, City Hall, and Library. Peabody Square, which serves as the downtown Main Street intersection, serves both nearby and regional residents trying to get through the downtown to other locations, including major arterials, nearby neighborhoods and businesses, and regional shopping and employment centers.

The feasibility of alteration of the existing roadway network is unlikely and undesirable. The character and patterns of existing land use, as well as the increased density, greatly limit the type and amount of major physical improvements. The lack of a principal funding source also reduces the opportunity for any significant roadway/traffic modification.

Consensus on Public Transportation...

- The Sounding Board recommended that traffic be encouraged to use Walnut Street as an alternate route through downtown, to take advantage of its unused capacity and to increase the visibility and marketability of the buildings along the street. The Sounding Board also recommended further study of the advisability of synchronizing signals throughout downtown; the possibility of eliminating left turns on and off Main Street (particularly at Little's Lane and Caller Street; and the potential need for a signal at Howley and Walnut Streets.

PUBLIC TRANSPORTATION

The primary goal in developing a list of priorities for public transportation is to establish a system that effectively serves residents and businesses throughout downtown and the region in an efficient and safe manner.

Public transportation within Peabody is limited. The City is currently served by three public transportation systems. The three systems include the MBTA, Peabody Transit, and the ABC Bus, which is subsidized by the MBTA. A private bus company, the

Commuter Coach, operates daily service to Boston and Logan Airport. The City is active in several public transportation planning forums, including the MBTA Advisory Board and Joint Regional Transportation Committee. Mayor Torigian was also elected to the Metropolitan Planning Organization, which manages the regional Transportation Improvement Program.

MBTA

The two MBTA buses operate daily from 6:30 am to 10:30 pm. Bus #435 runs between Central Square in Lynn through Peabody to Danvers Square. Bus #458 runs between the Salem Train Depot, along Margin Street in Peabody, to Danvers Square. The Commuter Rail operates daily service from Salem to Boston and Salem to Rockport, and located approximately one mile from downtown Peabody.

ABC Bus

The ABC Bus runs between Downtown Salem, through Peabody Square, to the North Shore Mall. There is no bus service on Sunday.

Peabody Transit

The Peabody Council on Aging (COA) operates the Peabody Transit, which runs during peak commuting times in the morning and afternoon. The Transit runs between the Salem Depot, Peabody Square, North Shore Mall, and Centennial Industrial Park. The COA also operates a shuttle system with limited service, for elderly residents.

Commuter Coach

The Commuter Coach runs two buses daily. Bus A runs between Portsmouth, NH and Boston. Bus B runs between Haverhill and Boston. Both buses travel through Peabody and have stops along Route 1 in Lynnfield and Danvers. Each bus stops at several Boston locations, including Logan Airport.

It is very unlikely that the roadway network will be significantly altered in the ten year focus of this plan, hence the priority for promoting public transportation. The significant location of downtown as a local and regional crossroads is an important variable in developing public transportation priorities. It is also important to understand that implementation or changes in public transit can be conducted rather quickly as compared to construction of new roadways.

Consensus on Transit Policies...

- The Sounding Board noted the need to promote public transportation wherever possible, to expand bus systems and routes, and to continue to work with the MBTA in particular to expand routes and schedules where the need exists.

PEDESTRIAN IMPROVEMENTS

An economically viable downtown relies on foot traffic. The Sounding Board identified three factors which are important in supporting and enhancing pedestrian access throughout the study area: safety, both perceived and actual; convenience, or the ease of getting from point to point; and the aesthetics of the experience of walking.



Historically, traffic improvements have focused on automotive safety and flow, often to the detriment of the pedestrian or cyclist. More recent improvements such as frequent, brightly colored crosswalks and the pedestrian signal at Main and Park Streets have mitigated this situation to some extent, but additional improvements to pedestrian safety and comfort are still necessary.

Consensus on Pedestrian Policies...

- The Sounding Board recommended further study of signal timing for maximum pedestrian comfort, and additional study of better street lighting where needed. The Board also recommended a number of short-range options such as improved lighting along sidewalks, additional curb cuts, and possible re-timing of the pedestrian phase of signals. Long-term, structural changes such as building the Riverwalk, and installing pedestrian “neckdowns” along Main Street to create shorter, more visible crosswalks, were also recommended.

PARKING

The City has constructed several new parking lots downtown over the last fifteen years. With the lot behind the Central Fire Station, the lot on Mill Street, the parking on Railroad Avenue, and the lot at Nichols Lane, 190 public parking spaces have been built. In addition, the City has reconstructed the lots at Central Street and Foster Street, adding planting areas and creating standard-sized spaces. In 1989, the City instituted a parking sticker program to encourage Main Street business owners and employees to park in the off-street lots, thereby freeing up on-street spaces on Main Street to serve their customer base.

Nevertheless, the Sounding Board noted that parking shortages still exist downtown, particularly on upper Main Street near Washington Street, and in individual blocks along Walnut Street. Because zoning for businesses downtown does not require off-street parking, the business expansion and recruitment strategy must be accompanied by ongoing attention to parking needs.

Consensus on Parking Policies...

The Sounding Board recommended a number of areas where additional public parking might be studied. The Board also recommended periodic review of the parking

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management system and adjustment as necessary, to make sure that all parking areas receive optimal use. The consensus of the group was that the parking meter system worked well to promote frequent turnover of parking spaces on Main Street, and that periodic promotion of the parking sticker program was beneficial to keep spaces available on Main Street.

IMPLEMENTATION STRATEGY

Marketing and Promotion Action Steps...

1. Recruit a major *people-generator* in a centralized location that will help establish the downtown as a destination. This new use should include one or more of the following: movie theater; performing arts stage; community center; YMCA; and continuing education center. Figure 6 is a conceptual sketch of a people generator to be located behind the Peabody Institute Library.
2. Form a retail recruitment committee to actively solicit new appropriate businesses that add to the overall strengths of the downtown.
3. Form a downtown management entity to coordinate cooperative advertising and promotions, and business hours, and oversee operations and management issues of mutual interest.

Land Use Action Steps...

1. Recruit a major *people-generator* between Walnut and Main Streets that brings more people to the downtown area after hours, and strengthens other uses such as restaurants and retail businesses. (Same as Marketing and Promotion action step #1). Figure 6 is a conceptual sketch of a *people-generator* located behind the Peabody Institute Library
2. Establish a leather museum to provide an additional attraction to the downtown area and to celebrate the City's industrial heritage.
3. Legislate buffering regulations including walls, fencing and landscaping, in order to screen residential areas from adjacent industrial and commercial uses.
4. Develop a shopping center on the 6-10 acres behind Freedom Drug on Foster Street, to more productively use this land.
5. Find a more convenient and central location for the Post Office.
6. Establish "Quincy Market" type multi-tenant retail activity in larger buildings in the Main Street area.

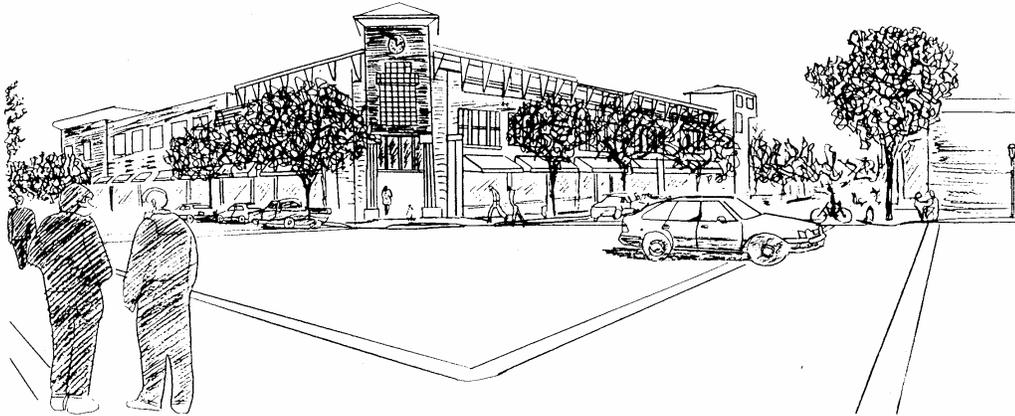


Figure 6: A mixed-use *people-generator*, at the corner of Walnut and Wallis Street could include shops and restaurants on the first floor, and provide YMCA facilities, a Theatre, and office space on the second and third floors.

Aesthetics Action Steps...

1. Do a “design audit” for existing buildings on Foster and Walnut Streets, to establish design parameters for additional façade renovation projects, and to capitalize on the area’s unique architectural character. This approach will stimulate the façade renovation program in these areas.
2. Establish design standards for public improvements, including regulatory and directional signage, landscaping, and street trees.
3. Improve public maintenance standards for snow removal, street sweeping, landscaping, and litter removal.
4. Develop a comprehensive design review process for new construction, in order to complement the architecture and urban design characteristics of the study area. The process **must not** discourage reinvestment, and therefore should be timely and inexpensive.
5. Establish an aggressive tree-planting program for all downtown streets.
6. Revise the sign ordinance to recognize the unique requirements of the downtown area.

Transportation Action Steps...

Traffic

1. Implement improvements to Wilson Square.
2. Synchronize traffic signals where appropriate.
3. Improve directional and street signage.
4. Increase enforcement of speed limits.
5. Install signals at Warren, Central and Tremont Streets.
6. Study elimination of left turns on and off Main Street, particularly at Little's Lane and Caller Street.
7. Increase lane capacity on Lowell Street at Chestnut Street with restriping.
8. Install signals at Howley and Main Streets.
9. Study need for signal at Howley and Walnut Streets.
10. Study the feasibility of realigning the intersection of Railroad Avenue with Central and Walnut Streets.

Public Transportation

1. Expand bus service to West Peabody and Centennial Park, as demand requires.
2. Promote the use and expansion of the Park and Ride lot on Railroad Avenue.
3. Study the use of railbeds for light rail or trolley service between downtown Peabody, the Salem MBTA station, the Northshore Mall, and Centennial Park.

Pedestrian Improvements

1. Design and construct the Riverwalk, with links to Walnut and Main Streets.
2. Install “stop for pedestrians” signs at crosswalks.
3. Study re-timing of signals to improve pedestrian comfort.
4. Study lighting levels for improvements where needed.
5. Improve street lighting at crosswalks and on Mill Street.
6. Design and construct pedestrian neckdowns to improve pedestrian safety, by making shorter, more visible and better-illuminated crosswalks. Figure 7 illustrates the pedestrian neckdown concept.

Figure 7:



Wellesley “neckdown” designed by Gates, Leighton & Associates. Landscape Architect & Specifier News, August 1998.

7. Study curb cuts and other impediments to pedestrian accessibility and safety to determine if improvements are needed.

Parking

1. Study feasibility of public/private lot consolidation between the Peabody Institute Library and Caller Street.
2. Enforce parking regulations continuously and consistently.
3. Study the feasibility of private lot connections between Park and Washington Streets for better neighborhood access between Little's Lane, Park Street and Washington Street.
4. Expand the Mill Street parking lot in the Charles Motel vicinity.
5. Study the feasibility of a parking lot between the Peabody Institute Library and Walnut Street on the Dimambro and New England Sportswear parcels.

ACKNOWLEDGEMENTS

Without the active participation and involvement of the Downtwon 2005 Sounding Board, this ACTION PLAN could not have been completed. Our thanks to the following individuals for their time and effort in formulating the strategies in this plan:

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Without the active participation and vision of Mayor Peter Torigian, this plan could not have been created. His foresight and leadership have also been responsible for the current health and vitality of the downtown.

The Peabody City Council has also played an important role in the development of this plan:

1994-1995 City Council

Louis Cersosimo	Robert Driscoll	Frank Evitts
David Gamache	Robert Maguire	James Moutsoulas
Edward Quinn	Judith Selesnick	John Slattery
Joyce Spiliotis	William Toomey	

1996-1997 City Council

Robert Driscoll
Robert Magurie
James Moutsoulas
Joyce Spiliotis

Frank Evitts
Mary Beth Mallia
Gerald Rizzo
William Toomey

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