

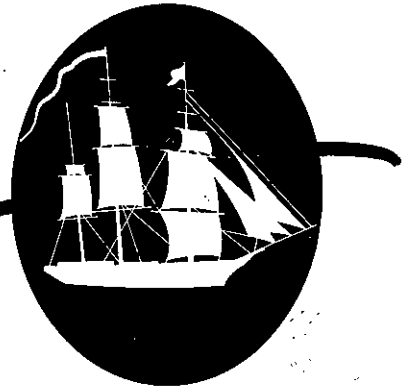
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File:

Salem Maritime

The

Salem



Project

Study of Alternatives

SCANNED

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NATIONAL PARK SERVICE

OSC-PGT
J. Morrison



United States Department of the Interior

NATIONAL PARK SERVICE

Salem Maritime National Historic Site
174 Derby Street
Salem, Massachusetts 01970
(508) 744-4323

IN REPLY REFER TO:

REC'D-DSC-M
MANAGER
AUG 20 1991

REC'D-DSC-PGT
TECH. INFO. CTR.

AUG 21 1991

July 31, 1991

On behalf of the National Park Service, we would like you to have a copy of the Salem Project Study of Alternatives. On June 19th of this year, the U.S. Congress officially received the Study. Now that the Study has been transmitted to Congress, we can release the full document with its technical background information to you. We hope as you read this document that you will become more aware and fully appreciate the breadth and quality of resources located in Essex County.

If you have any questions or concerns, please write or call Cynthia Pollack.

Our door is always open.

Cynthia H. Pollack

Cynthia Pollack
Project Director
The Salem Project

Michael J. Spratt

Michael J. Spratt
Planning Director
The Salem Project

**NATIONAL PARK SERVICE PLANNING TEAM
RECOMMENDED ACTION
FOR THE SALEM PROJECT STUDY OF ALTERNATIVES**

The enclosed *Study of Alternatives* for the Salem Project explores several alternative ways of preserving the rich cultural heritage of Salem, Massachusetts, and related sites in Essex County, and using the county's significant resources to stimulate cultural awareness and economic development through tourism. The Salem Project is based out of Salem Maritime National Historic Site, a 9-acre site along the Salem waterfront that has outstanding resources to initiate a nationally significant story of America's early settlement, maritime era, and early industrial development. However, this story could be greatly enhanced through the preservation and interpretation of an uncommonly rich collection of closely related resources in the 34 communities of Essex County. The two complementary purposes of the Salem Project are to enhance the story to be told at Salem Maritime by preserving and interpreting closely related resources throughout the county and to use the national historic site as a catalyst for expanding the county's tourism industry. The preservation and interpretation of the resources important to the Salem Project would help complete several themes of our national history that are now only weakly represented within the national park system, most notably the settlement of New England, the naval aspects of the Revolutionary War, export-import trade, the leather industry, and certain important aspects of the textile industry.

The intent of the Salem Project is not for the National Park Service to acquire additional property, but rather for private and public property owners and all levels of government to cooperatively pursue the kind of management that will preserve important resources, provide unified interpretation of a nationally significant story, and ultimately enhance the quality of life in Essex County communities. The study describes four alternative ways of linking various combinations of resources for preservation and interpretation of some or all of the project themes. Alternative 1 would confine the project to the city of Salem, where it would address all three themes of early settlement, the maritime era, and the leather and textile industries. Alternative 2 would extend the project to all the coastal communities in Essex County and concentrate on the themes of early settlement and the maritime era. Alternatives 3 and 4 would include all of the county and interpret all three themes; in alternative 4, secondary interpretive centers would supplement the main visitor center at Salem.

We recommend alternative 4. This alternative would preserve and tell a unified story of all the county's outstanding resources related to America's early settlement, maritime era, and textile and leather industries, greatly enhancing visitors' understanding and appreciation of this nationally significant story. Salem Project managers would work closely with existing private and public property owners to preserve and interpret resources, rather than acquiring properties. Existing interpretive programs, which are extensive, would be incorporated into the project. Salem would be the project focus and contain the major visitor center, where all the themes would be interrelated to tell one unified story and where visitors would receive information about theme tours throughout the county. Two secondary interpretive centers would be established in Lawrence and Haverhill, where preeminent textile and leather industry resources are located. These secondary centers would provide in-depth interpretation of the leather and textile industry themes, which can be introduced but not addressed as thoroughly in Salem. Tourism could be sensitively distributed throughout the county, giving an economic boost to many communities in need of revitalization. Compared to the other alternatives, this alternative would preserve the greatest number of significant resources and tell the most complete and comprehensive story, providing the greatest benefit to Salem Maritime National Historic Site and the public. It would also provide an economic stimulus to the largest number of communities, and the greatest boost to the communities most in need of assistance.

The study also looked at three alternatives for how the Salem Project could be managed. These were (1) a partnership coordinated by the National Park Service, (2) a state commission, and (3) a federal commission. Any of these management alternatives would be compatible with any of the preservation and interpretation alternatives described above. Private citizens and all levels of government would all be active participants under any of these alternatives. We recommend alternative 3. This alternative calls for a federal commission, to be authorized by Congress, to manage the Salem Project. The commission

would include representatives of private citizens and organizations, local communities, and regional, state, and federal governments. The National Park Service would participate on the commission; however, the commission would have its own staff, separate from the Park Service, to accomplish its work. The Park Service could assist the commission by accomplishing appropriate projects and providing technical assistance. The commission would receive funds through federal appropriations, which would be matched by nonfederal funds; however, the private sector would be expected to be the major source of funds needed to implement the project. The commission could seek and accept donations of funds, property, or services from individuals, foundations, corporations, and other private entities, as well as from the public sector, for the purpose of carrying out its duties. The federal commission would be the most appropriate management entity for this complex, multijurisdictional project based out of a unit of the national park system. Such a commission could most efficiently cut across federal, state, and local boundaries and define the roles of the participants for efficient project operation. Federal funds could be tailored to the specific needs of the project rather than having to rely on existing programs. Limited federal capital improvement or land acquisition funding would be proposed, and no single participant, including the federal government, would be expected to carry the project alone. The commonwealth of Massachusetts and numerous other agencies, organizations, and private citizens have already demonstrated strong monetary and time commitments to the project that would be expected to continue under this alternative.

In the interim, while the formal federal commission was being established, the project could be managed by an informal partnership coordinated by the National Park Service. This interim management strategy could be implemented with only minor restructuring of the current participation by the Park Service and the Salem Partnership to allow planning and consensus-building to proceed.

The estimated costs to the National Park Service for improvements to Salem Maritime National Historic Site over the next three years are projected to be between \$6.5 million and \$14 million per year. Resource areas outside the national historic site boundaries would be assisted with funding through the federal commission, which would focus on utilizing existing assistance programs as much as possible. Private and other public investments directly related to the Salem Project have been extensive. The Salem Partnership has provided an impetus for private investments in downtown Salem that to date total \$57 million. The city of Salem and the Salem Partnership have contributed funds to several related planning efforts. The Massachusetts Department of Environmental Management has allocated more than \$17.5 million for heritage state parks directly related to the Salem Project, with the possibility of establishing additional parks in the county in the future. An active partnership has already been established which, through the direction of the federal commission, should become even stronger and more viable.

As directed in the *Study of Alternatives* the project is being implemented by first preparing a general management plan for Salem Maritime National Historic Site and related resources in Salem and by completing the Salem Project visitor center. The next planning phase should involve the preparation of a countywide comprehensive management plan, implementation of the Salem transportation plan and a broader-scale transportation plan addressing more of the county, evaluation of unregistered properties potentially important to the Salem Project, and accomplishment of other studies found necessary for the successful implementation of the project. Both phases of project implementation should be cooperative efforts by federal, state, regional, and local governments and private citizens.



Metropolitan Area Planning Council

60 Temple Place, Boston, Massachusetts, 02111 • 617-451-2770

serving 101 cities and towns in Metropolitan Boston

November 2, 1989

Gerald D. Patten
Regional Director
N.A.R.O.
National Park Service
15 State Street
Boston, MA 02109-3572

Dear Mr. Patten:

I would like to express the support of The Metropolitan Area Planning Council for the Salem Maritime National Historic Site and The Salem Project. MAPC's staff has participated in numerous discussions with the National Park Service's Salem Project Study Team, local officials and the Salem Partnership during the development of the project. Through these discussions regional objectives have been identified and coordinated with the proposals for The Salem Project. The proposals that have been discussed as part of The Salem Project are consistent with, and may assist in the implementation of MAPC's MetroPlan 2000. MAPC believes that the success of The Salem Project will benefit The North Shore area of our planning region.

Sincerely,

David C. Soule
Executive Director

cc: Ann Moss, National Park Service
Daniel Fortier, MAPC

DF/ent
(Trans.-pattern)



December 20, 1989

Gerald D. Patten
Regional Director / North Atlantic Region
North Atlantic Regional Office
National Park Service
15 State Street
Boston, MA 02109-3572

Dear Mr. Patten:

At its meeting on December 13th, the Massachusetts Historical Commission reviewed and discussed the study of alternatives proposed for the Salem Project. The members of the Commission expressed considerable interest in the project and stated their enthusiastic support for an approach that identifies and interprets cultural resources on both a community wide and county wide basis in close cooperation with existing state and local efforts.

In terms of specific comment, commissioners pointed out a significant omission from the three interpretive themes identified. No mention of Native Americans is made under the Theme: Founding and Early Settlement, 1626-1775. Given the strength of the ethnohistorical and archaeological record for Salem and Essex County, plus the significant role native people played in both the establishment and survival of English colonies, the MHC strongly recommends inclusion of this subject in the Theme.

Of the Four alternatives presented for interpretation, the MHC expressed a decided preference for Alternative 4: County wide interpretation of all three themes with secondary centers in Lawrence and Haverhill. It was the clear sense of the Commission that to interpret the themes, and Salem itself most successfully, it is important to give visitors the broadest possible context. Furthermore, secondary centers in Lawrence and Haverhill provide a stronger interpretative basis and are likely to draw a different set of visitors into the overall interpretative system.

After reviewing the three management alternatives, Commission members felt that additional possibilities exist and should be explored. In general, support was voiced for a management structure somewhere between Alternative 1: Partnership coordinated by the National Park Service, and Alternative 2: A State Commission. It was the sense of the Massachusetts Historical Commission that the success of this project will rest primarily on the continued strength and initiative of the partnership rather than on an establishment of yet another commission. Clearly, roles for the appropriate local, regional, state, and Federal parties will need to be defined and a management structure established. Creation of a new state or Federal commission, however, especially one with a county wide mandate, raises the risk of further balkinizing an already crowded preservation landscape.

In sum, the Massachusetts Historical Commission expresses its strong support for the goals of the Salem Project and looks forward to working with all the interested parties in protecting the cultural resources of Salem and Essex County.

Sincerely,

Valerie A. Talmage

Valerie A. Talmage *JTB*
Executive Director
State Historic Preservation Officer
Massachusetts Historical Commission

VT/h1



CITY OF SALEM
MASSACHUSETTS

ANTHONY V. SALVO
MAYOR

October 3, 1989

Mr. Gerald Patten
Regional Director
National Park Service
North Atlantic Region
15 State Street
Boston, MA 02109-3579

Dear Mr. Patten:

As Mayor of the City of Salem, I would like to offer my strongest support for the Study of Alternatives developed by the National Park Service in support of the Salem Project.


Salem is a waterfront community which takes great pride in its many cultural and historic amenities. We have worked hard to develop tourism as our number one industry and we now attract close to 1 million visitors annually. The completion of the Salem Project will further enhance Salem as a tourist destination and will serve to complete the story which tourists experience when visiting Salem.

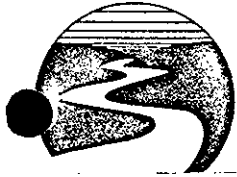
As an indication of our support of tourism, the City has recently taken steps to support the tourist industry through the establishment of a line item in the municipal budget which will fund tourism development activities. Specifically, there will now be an annual appropriation of approximately \$100,000 which will be utilized to fund a marketing plan, public relations strategy and the construction of tourist amenities for the City. Funds for these activities will be generated by the recently enacted Local Option Hotel/Motel Tax.

Regarding the specifics of the Study of Alternatives, the City would also like to offer its support for the creation of a federal commission as the most appropriate management entity for the project. I believe that a federal commission will provide the proper guidance and direction which will be necessary to complete the Salem Project.

Again, I wholeheartedly applaud the work which has been completed, and I look forward to continuing to work cooperatively with the National Park Service to complete the Salem Project. If there is any further assistance, information or support which you need, please do not hesitate to contact me.

Thank you for your assistance in making a good city better.

Sincerely,

Anthony V. Salvo
Mayor



**MERRIMACK
VALLEY
PLANNING
COMMISSION**

October 5, 1989

Gerald D. Patten, Regional Director
North Atlantic Regional Office
National Park Service
15 State Street
Boston, MA 02109-3572

Dear Mr. Patten:

The Merrimack Valley Planning Commission (MVPC) is the public planning agency for the northeast region of Massachusetts, covering 15 communities and nearly 300,000 citizens. It is the official regional reviewer and clearinghouse under the terms of the Intergovernmental Cooperation Act of 1968.

At its regular monthly meeting in September, the MVPC reviewed the "Study of Alternatives for the Salem Project" proposed by the National Park Service. The report provides information and alternatives for the improved use of the Salem Maritime National Historic Site. The Commission found the report to be well prepared and a valuable addition to the region's efforts to preserve its historical and cultural resources.

In particular, the Commission voted to endorse the report's Alternative 4 - "Countywide Approach with All Themes and Secondary Centers in Lawrence and Haverhill." In addition, the Commission supported a management alternative of an initial Federal-Local Partnership that could eventually evolve to a Federal Commission.

The MVPC believes that with a countywide approach the Salem Historic Site story could be related to a hinterland and regional context and presented much more effectively. The reasons for doing so are excellently described in the first paragraph of the report.

We strongly recommend that the Salem Project be advanced and that Alternative 4 be fully developed.

If we may be of assistance to the National Park Service in this regard, please contact us.

Sincerely,

Gaylord Burke
Executive Director

GB:cs

cc: Honorable Nicholas Mavroules, Member of Congress
Ann Moss, National Park Service
Mike Spratt, Salem Project Director

- L. Donald Phillips
Chairman
- Stephen E. Moore
Vice Chairman
- John Stundza
Secretary
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PARTNERSHIP

P.O. Box 8338
Salem, Massachusetts 01971

Maura Smith, Executive Director

Officers

Stanley J. Lukowski, President
Thomas M. Leonard, Vice President
William Luster, Treasurer
John R. Serafini, Sr., Clerk
Cynthia Pollack, Secretary
Maura Smith, Executive Director

September 27, 1989

Mr. Gerald Patten
Regional Director
National Park Service—North Atlantic Region
15 State Street
Boston, MA 02109-3579

Dear Mr. Patten:

The Salem Partnership is pleased to offer its support for the Study of Alternatives developed for The Salem Project. As you know, The Salem Project is an integral component of our revitalization efforts here in the City of Salem and the project's regional focus will help position Salem as "The Gateway to the North Shore."

The Salem Partnership is a cooperative effort between business leaders, government representatives, museum directors, and local citizens to revitalize the community through economic development, historic preservation, cultural programming, and educational improvements. The National Park Service has been well-represented from the Partnership's inception by officials from the Salem Maritime National Historic Site and the Denver Service Center. In Salem, we have learned the invaluable lesson that our strength is in collaboration, cooperation, and the pooling of our varied resources.

Currently, Salem relies on the tourism industry as a key component of our economic base. The Salem Project has allowed us to inventory the wealth of historic and cultural resources located here and throughout Essex County. The Salem Partnership supports highlighting the connections between these various sites as it would allow us to reveal the "big picture" scenario of America's founding years through the related themes of early settlement, maritime trade, and industrialization.

The Partnership would also support any one of the management schemes proposed in the Study of Alternatives. Based upon our experience in Salem, the selected scheme should include the participation of both the public and private sectors as well as the local citizenry. Due to the various political boundaries in Essex County, however, we feel that a federal commission represents the most appropriate vehicle to provide coordination and technical assistance to the multitude of resources in this region.

Page 2

In Salem, we have joined hands to enhance and promote our rich cultural heritage. The Salem Partnership stands ready to work with the National Park Service to support, plan, and implement the recommendations of the Salem Project to promote our resources on a regional basis. We would be happy to share our experience with you in the future.

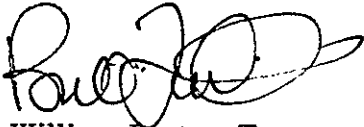
Sincerely,



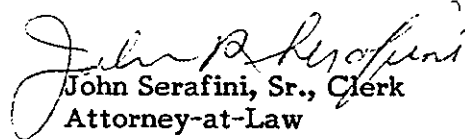
Stanley Lukowski, President
President, Eastern Bank



Thomas Leonard, Vice President
Sr. Vice President, Salem Five
Cents Savings Bank



William Luster, Treasurer
Planning Director, City of Salem



John Serafini, Sr., Clerk
Attorney-at-Law



Maura Smith, Executive Director
The Salem Partnership

cc: Anne Moss, Denver Service Center
Congressman Nicholas Mavroules

M54



Commonwealth of Massachusetts
Executive Office of Environmental Affairs
Department of Environmental Management

November 1, 1989

100 Cambridge Street
Boston
Massachusetts
02202

Gerald D. Patten
Regional Director/ North Atlantic Region
North Atlantic Regional Office
National Park Service 15 State Street
Boston, MA 02109-3572

Office of the
Commissioner

RE: Salem Project; Study of Alternatives

Dear Mr. Patten:

I am writing to congratulate you and all those who have participated in the preparation of the Study of Alternatives for the Salem Project. The Commonwealth is in full support of the Study's goals and objectives. I am particularly impressed with its regional focus and on the inclusive nature of the planning process which has culminated in this report.

As you know, the Commonwealth of Massachusetts made an early commitment to the concept of "partnership parks." Beginning in 1975 with the creation of the Lowell Heritage State Park, over \$55 million has been expended to date on a program that has become a national model of private/public cooperation. This direct investment by the Commonwealth has spurred well over \$500 million in related public and private expenditures in those cities where the Parks have been developed.

In many respects, the Study of Alternatives for the Salem Project could serve as a model for the future direction of planning for cultural resource protection, integrated visitor interpretation and economic revitalization.

Within the study area of Essex County, the Commonwealth has made substantial commitments (approximately \$15 million) in the development of Heritage Parks in both Lynn and Lawrence. These facilities could function in part, as "secondary centers," as envisioned in Alternative 4.

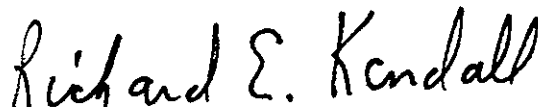
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Patten
11/1/89

I would hope that a federal commission might be established to carry forward the important work which the Park Service has begun in Salem. I serve as a member of the Blackstone River Valley National Heritage Corridor Commission and have been witness to the effective role which such a commission can play in mobilizing public and private participation in the planning process.

In the interim, I urge the Park Service to continue in a coordinating capacity until such a commission has been established. I pledge the resources of the Department to the extent possible, given present fiscal limitations, to assist in this effort.

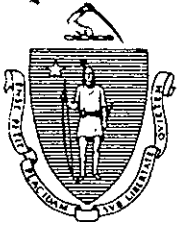
Again, congratulations on the excellent work done by your staff.

Very truly yours,



Richard E. Kendall
Commissioner

cc: Michael S. Dukakis, Governor
Congressman Nicholas Mavroules
Honorable Patricia McGovern
Honorable Frederick E. Berry
Honorable Nicholas Costello
State Representative J. Michael Ruane
Michael Spratt, NPS; Salem Project Planning Director



The Commonwealth of Massachusetts

Executive Office of Environmental Affairs

100 Cambridge Street

Boston, Massachusetts 02202

COASTAL ZONE
MANAGEMENT

10 November 1989

Gerald Patten
Regional Director/North Atlantic Region
National Park Service
15 State Street
Boston, Massachusetts 02109-3572

Dear Mr. Patten:

The Massachusetts Coastal Zone Management Office (MCZM), through our North Shore Regional Coordinator, participated in the June 7 working session on the Salem Project, and has subsequently reviewed the Study of Alternatives For The Salem Project. We are very interested in this initiative for the opportunity it presents to focus attention on the interrelationship between a historically rich cultural heritage in Essex County, and an abundant, diverse and fragile natural environment. I would like to offer a word of support and the following comments.

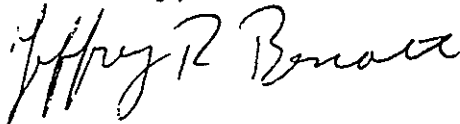
Commitment to preserving the Commonwealth's natural and cultural heritage is strong among our North Shore communities, as evidenced by the abundance and variety of organizations based there and working hard to educate the public on our responsibility to be effective stewards of our environment. I would say that the resources of the National Park Service, in terms of planning and technical assistance, could go a long way towards linking and making more cohesive the multitude of cultural/historical/environmental programs in place in Essex County at this time which have a bearing on the themes that the Project is aiming to promote.

The settlement history of the Commonwealth began along our shores, and the evolution of our culture is intricately tied, to this day, to the physical and biological resources of the coast. For this reason, CZM would favor Salem Project Alternative 2, which focuses on the coast.

One of the priorities of our office is promoting quality public access to the shoreline, both in urban and undeveloped areas. We would be anxious to work with the Salem Project on developing strategies for improving access in Essex County. Our concern, which I am sure you share, is to expand opportunities along the coast for cultural activities and outdoor experiences which are sensitive to both the natural environment and the local community.

I hope the Salem Project moves forward. Please call upon MCZM, in particular our North Shore Regional Office in Gloucester if we can assist the National Park Service in Salem in any way. Thank you for keeping us informed of your activities.

Sincerely,

A handwritten signature in cursive script that reads "Jeffrey R. Benoit". The signature is written in dark ink and is positioned above the typed name.

Jeffrey R. Benoit
Director

cc: Fara Courtney, MCZM North Shore Coordinator

Society
for the Preservation
of New England
Antiquities

Harrison Gray Otis House
141 Cambridge Street
Boston, Massachusetts 02114
617 227-3956

January 2, 1989



Mr. Gerald Patten
Regional Director
North Atlantic Region
National Park Service
15 State Street
Boston, Mass. 02109-3572

Dear Mr. Patten:

On behalf of the Society for the Preservation of New England Antiquities (SPNEA), I want to extend enthusiastic support for the farsighted and thoughtful proposals presented in the "Study of Alternatives for the Salem Project." SPNEA is appreciative of the opportunity to comment on the report in these early stages with the hope and anticipation that the exciting opportunities that it presents will be realized.

Since its founding in 1910, SPNEA has been concerned with historic preservation on a regional basis. With its early collecting focus on seventeenth and eighteenth century architecture and artifacts, it was inevitable that much of our activity has been located in Essex County, one of the areas of early New England settlement, where SPNEA owns ten historic houses and holds preservation covenants on eight historic houses. SPNEA also owns important furnishings, works of art, artifacts and original documents related to Essex County.

The unparalleled richness, diversity and quality of Essex County cultural resources provide a compelling argument for investigation, preservation, and significantly, for interpretation, on a county-side basis. Also characteristic of the area is the multiplicity and diversity of organizations involved with preservation and cultural activities. Among the strengths of Salem Project concept and resulting study is identification of the opportunities resulting from a coalescence of these elements.

Of the Preservation and Interpretation Alternatives, I feel that the county-wide approach, Alternative Four, offers the greatest benefits. The concept of secondary centers in Lawrence and Haverhill in addition to the central Salem presence will encourage proliferation of preservation, tourism and economic development in those cities and their surrounds. This approach provides for the study, interpretation and development of distinctive local elements in the context of the larger regional activities.

Alternative Four seems dependent on three significant considerations: value and strength of the resources, collaboration and support. The first is well demonstrated in the report.

Gerald Patten

-2-

The Salem Project has benefited from the vision and collaboration of the Salem Partnership with the National Park Service, demonstrating that shared purposes can be developed by participants from a variety of backgrounds and representing diverse interests. That same motivation will be needed on a county-wide basis if Alternative Four is to succeed.

I am torn between Management Alternative One, the voluntary partnership coordinated by the Park Service, and Three, the federal commission. I like the idea of a grassroots organization with a clear purposes and a flexible structure. On the other hand, I am concerned about the motive power behind it and the funding. Alternative Three offers the lead impetus of the National Park Service, participation by local private and public individuals and organizations, a separate staff structure, and funding from federal appropriations. Alternative Three makes sense so long that it take on the positive energy of the Salem Project, combine it with the stability and support of a federal commission, and depend upon the commitment and flexibility of a grassroots constituency.

Finally, it seems clear that support is critical, both near term to secure the funding and consensus needed to support the various studies to develop the project, and longer term, to promote the capital preservation projects, economic incentive investments, interpretation and tourism development. It is very exciting to learn that additional funding has been allocated to tackle capital projects in the Salem Maritime National Park, and to undertake the next stage in the planning process, the general management plan. Momentum and continuity seem critical to the success of near term initiatives and longer term development programs. With the projected Salem-based Visitor Center as its core, a county-wide interpretation and tourism promotion effort has great possibilities. Equally exciting are the opportunities to create the incentives to make permanent investments of lasting economic and social value.

SPNEA looks forward to continuing involvement with this exciting project.

Sincerely,



Lynne M. Spencer
Special Projects Director

Society
for the Preservation
of New England
Antiquities

Harrison Gray Otis House
141 Cambridge Street
Boston, Massachusetts 02114
617 227-3956

January 2, 1989



Mr. Gerald Patten
Regional Director
North Atlantic Region
National Park Service
15 State Street
Boston, Mass. 02109-3572

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SPNEA looks forward to continuing involvement with this exciting project.

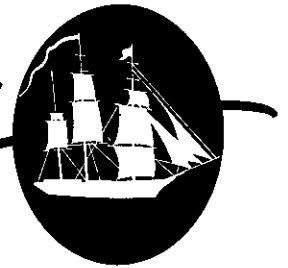
Sincerely,


Lynne M. Spencer
Special Projects Director

The

Cyprus

Project



Study of Alternatives

January 1990

United States Department of the Interior / National Park Service

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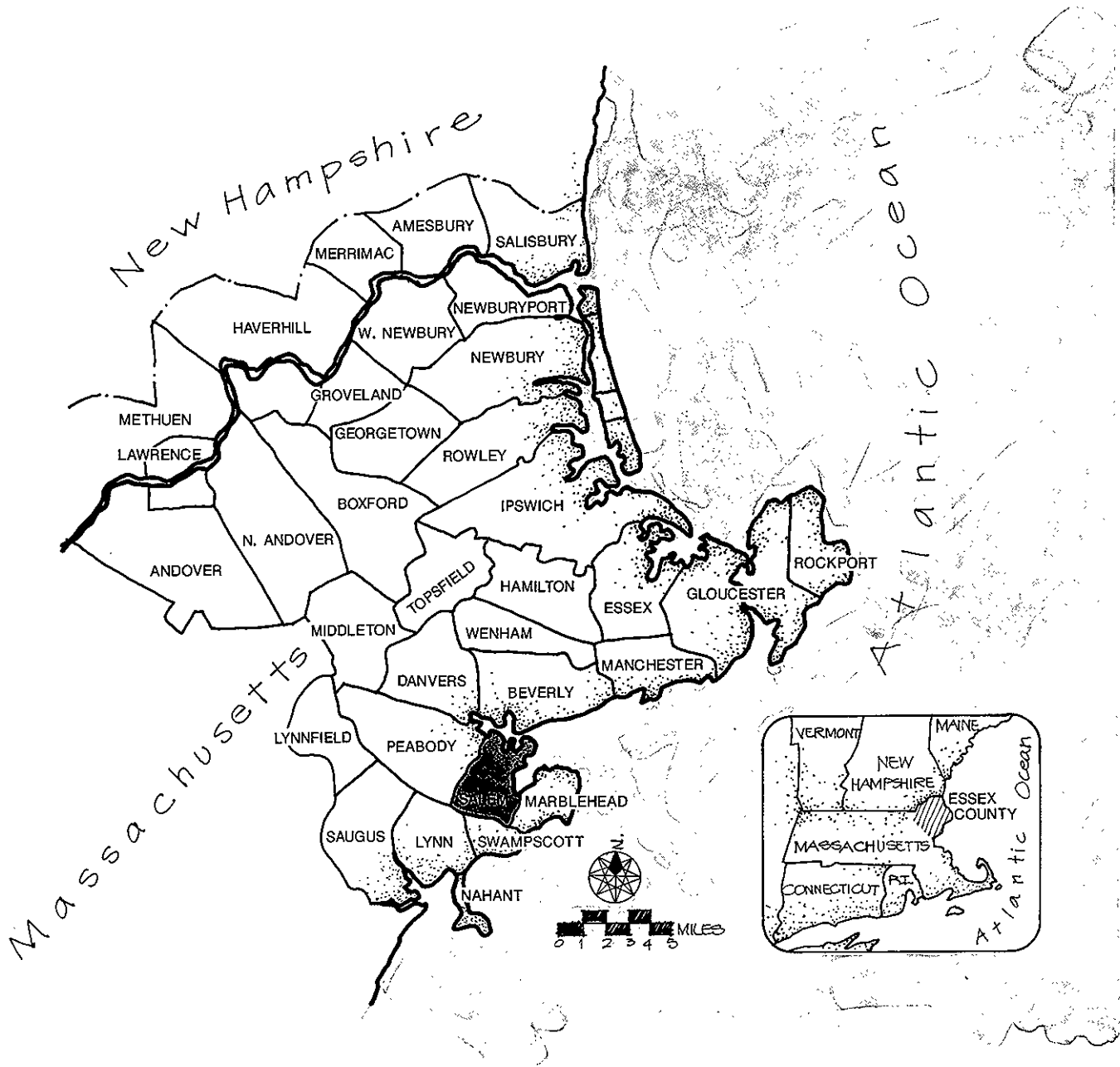
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INTRODUCTION.



THE SALEM PROJECT

The Salem Project is a partnership of governments and private citizens working together to preserve the rich cultural heritage of Salem, Massachusetts, and related sites in Essex County and to stimulate cultural awareness and economic development through tourism. The project is based in the city of Salem, and more specifically at Salem Maritime National Historic Site, a unit of the national park system that introduces visitors to Salem's rich cultural heritage as one of the earliest English settlements, the first major world harbor for the United States, and a thriving hub of American industry. The project is based in Salem, but it extends well beyond the boundaries of the national historic site and the city to involve all 34 communities in Essex County. The two complementary purposes of the project are to enhance the story to be told at Salem Maritime by preserving and interpreting closely related resources throughout the county and to use the national historic site as a catalyst for expanding the county's tourism industry.

The intent of the Salem Project is not for the National Park Service to acquire additional property, but rather for private and public property owners and all levels of government to cooperatively pursue the kind of management that will preserve important resources, provide unified interpretation of a nationally significant story, and ultimately enhance the quality of life for Essex County residents. The long-term success of the project will depend on broad-based support and participation by private citizens, businesses, nonprofit institutions, and local, regional, state, and federal governments. Working together, these diverse entities can preserve a great variety of historic structures and sites

and capture the spirit of America's early settlement, maritime era, and textile and leather industries, demonstrating along the way how the preservation of heritage resources can create learning, living, and working environments that imbue communities with quality, character, and pride.

Strong commitments to the Salem Project have already been demonstrated by numerous agencies and organizations: The Salem Partnership, a nonprofit organization of citizens, businesses, and governments working to revitalize Salem, is participating in project planning and has provided an impetus for private investment in downtown Salem that to date totals \$57 million. The U.S. Congress has responded to the initiatives of the Massachusetts delegation with a fiscal year 1989 appropriation of \$1.1 million, which allowed the National Park Service to accomplish preliminary planning and land acquisition within the boundary of Salem Maritime National Historic Site, and a 1990 appropriation of \$2.9 million, which will support continued planning, and design and construction work at Salem Maritime. The city of Salem is participating in project planning and has contributed funds to several planning efforts. The Massachusetts Historical Commission and the Departments of Coastal Zone Management and Environmental Management are participating in project planning and were directly involved in the generation of alternatives presented in this document. The Department of Environmental Management has allocated more than \$17.5 million for heritage state parks directly related to the Salem Project and could potentially establish additional parks in the county in the future. The Merrimack Valley Planning Commission and Metropolitan Area Planning Council are also participating in project planning, and many other community officials, board members, and representatives from other preservation and revitalization organizations have provided valuable assistance.

THE PURPOSE OF THIS STUDY

This *Study of Alternatives* for the Salem Project identifies resources in Essex County that can enhance the story to be told at Salem Maritime National Historic Site and analyzes alternative ways of preserving, interpreting, and managing those resources. The study focuses on cultural resources; however, natural and scenic resources are also incorporated because of their importance to visitor understanding and appreciation of the area's cultural heritage. The purpose of this study is to provide adequate data so that Congress can make decisions concerning the future direction of the Salem Project. The study will provide the basis for determining the interpretive themes and geographic boundaries of the project and the type of management needed. This framework will guide all subsequent planning and development activities.

SUMMARY



SIGNIFICANT RESOURCES

Salem was the center of a series of historical events that profoundly influenced the course of America's early settlement, her emergence as a maritime nation, and the subsequent development of the textile and leather industries. The town was settled in 1626, just six years after the first English landing at Plymouth, and became a hub from which settlement spread in tiers back toward the interior and the Merrimack River throughout the latter 17th century. After the American Revolution, Salem became the most active port in the United States, conducting trade in the East Indies and throughout the world and opening many new markets for import and export goods. When an early 18th century embargo crippled Salem's maritime commerce, Salem entrepreneurs invested in manufacturing. Salem Harbor received raw materials to supply the region's growing industries and provided a major outlet for manufactured goods. The city retains a great wealth of resources illustrating this history, including

- one of the country's few remaining colonial period wharfs, and classic 17th and 18th century structures illustrating Puritan society and the town's early maritime orientation
- four major historic districts encompassing thousands of structures preserving the image of Salem as it appeared in the late 18th century, with its wharves and warehouses, stately office and commercial buildings, tightly clustered waterfront neighborhoods, and magnificent mansions of merchants and sea captains
- a cotton textile factory that was once the largest in the United States, immigrant settlement houses and neighborhoods, and leather industry archeological resources

Salem's impressive resources are complemented by a great diversity of resources found throughout Essex County. Consolidated in this area of less than 500 square miles are nearly 50 historic districts and sites related to early settlement, the maritime era, or the textile and leather industries, including

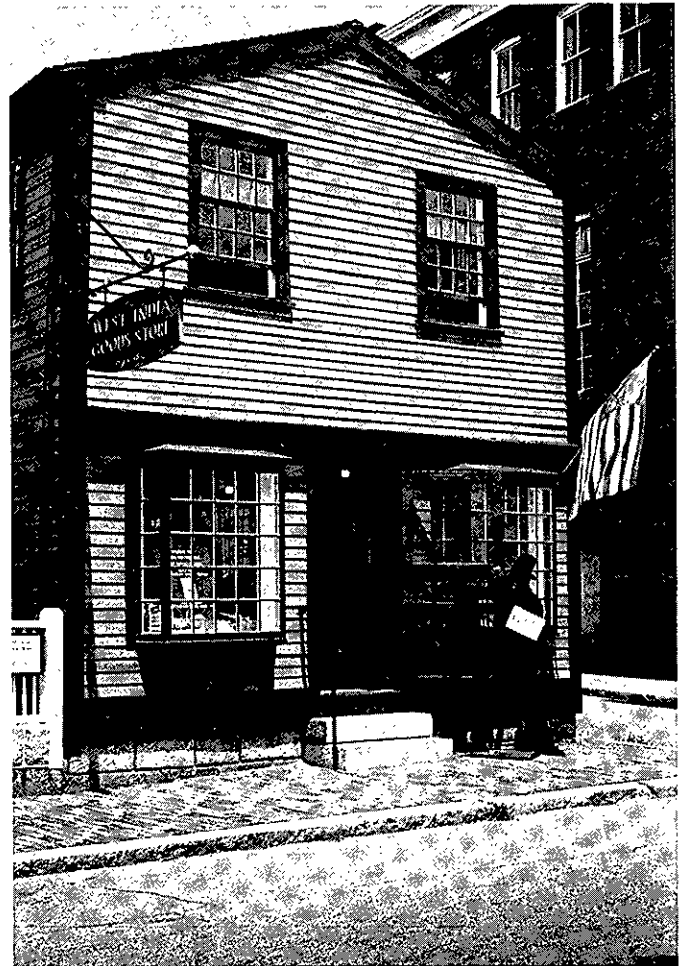
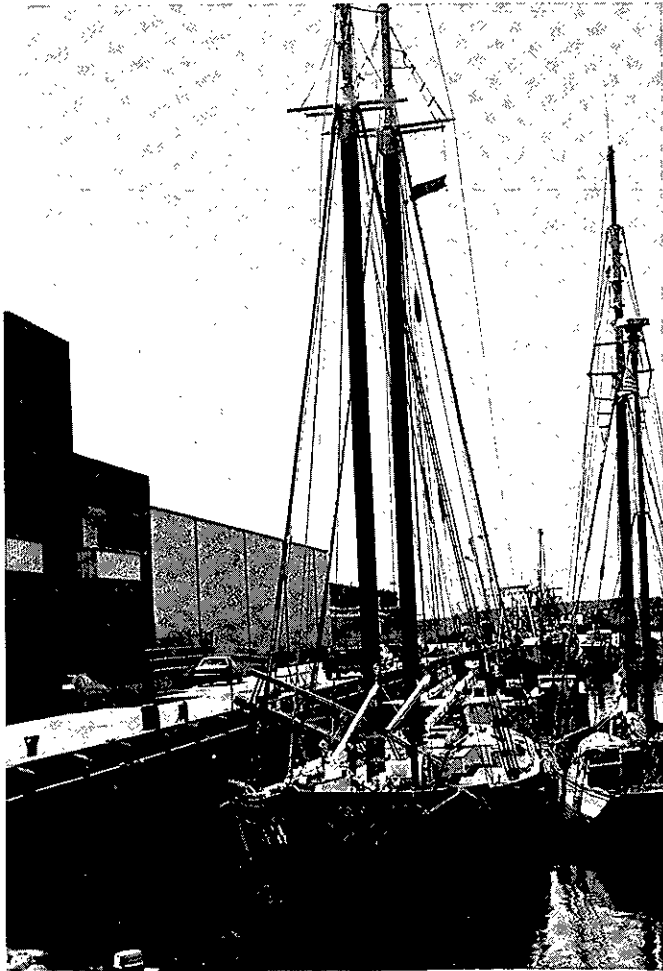
- the greatest concentration of first-period structures in America
- homes, meeting sites, and cemeteries associated with the most notable witchcraft trials in the New World
- nationally significant 17th century marshland farms and rural homesites clustered around original commons
- several distinctive, nationally significant maritime cities exemplifying 18th century site design and some of the finest Georgian and Federal architecture in the nation
- active harbors that have been in continuous use since the 17th century, shipyards, lighthouses, and one of the last wooden two-masted schooners
- the first sustained integrated iron works in America
- early and late textile mill villages and one of the country's most significant planned textile-manufacturing cities
- early 10-foot shoe shops, small central shops, and large factories documenting the evolution of some of the nation's largest shoe-manufacturing cities

The county also has excellent natural and scenic resources – the ocean, rocky shorelines, vast salt marshes, interior forests, and one of New England's largest rivers – which can help people visualize what the region was like hundreds of years ago and why it developed as it did.



Salem Maritime National Historic Site

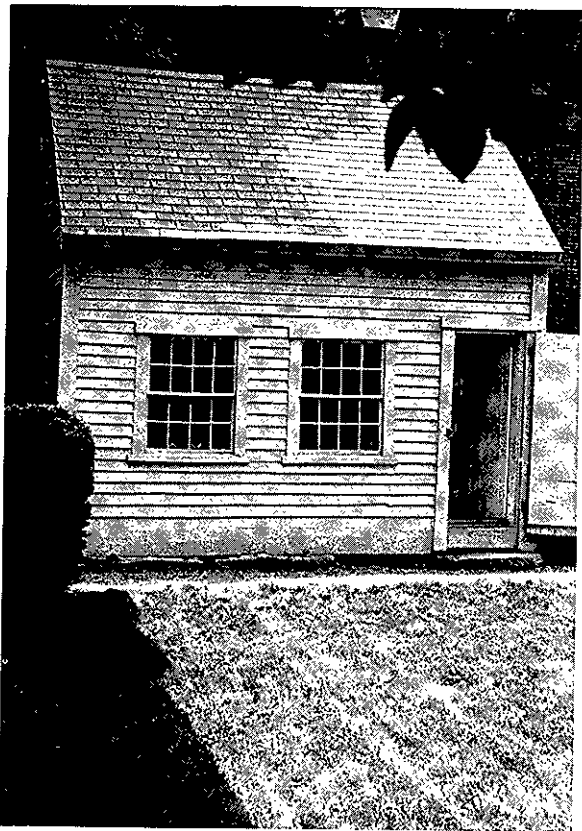
The Adventure, Gloucester



West India Goods Store, Salem Maritime National Historic Site

Charter Street Cemetery, 1637, Salem



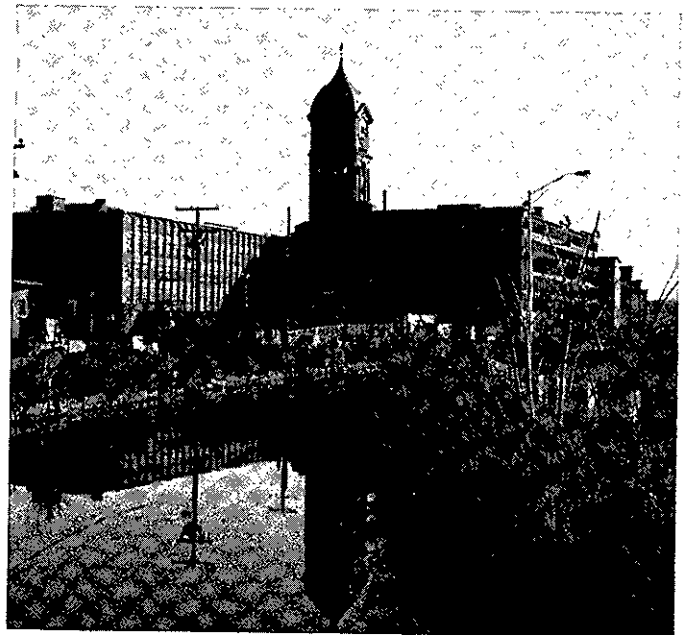


10-Foot Shoe Shop, Salem



Shoe Factories, Haverhill

Housing for Shoe Factory Workers and Owners, Haverhill



Textile City, Lawrence

Ultimately, history is the story of people. New England culture is a product of the Puritan virtues of thrift, conservation, and hard work, tempered by the Yankee characteristics of boldness, inventiveness, mechanical ingenuity, and a willingness to test the unknown, and overlain with the richly diverse cultures of international immigrants. Throughout their history the residents of Essex County have been successful at seizing opportunity. Today the preservation and interpretation of the county's outstanding resources provides further opportunity to enhance the quality of life for residents while ensuring a lasting legacy for all Americans.

HOW THE STUDY WAS CONDUCTED

Salem and Essex County's thousands of nationally, state, and locally significant cultural resources were researched and analyzed to determine which ones had the best potential for contributing to visitor understanding of the interpretive themes for Salem Maritime National Historic Site. The three principal themes were determined to be

Founding and early settlement, 1626-1775

- Beginnings of maritime activities (fishing, ships and shipbuilding, and maritime trade)

- Puritan society

Height and decline of the maritime era, 1775-1900

- Ships and shipbuilding

- Privateering

- Far East trade

- Fishing

Textile and leather industries, 1830-1940

- Evolution of industries

- Planning of industrial cities

- Immigration and labor

To be considered important to the project, resources had to be highly representative of one of these themes, retain a high degree of structural and site integrity, and be near other theme-related resources. Most of the resources

that met these criteria are nationally significant; however, they are supplemented by some state and locally significant resources that fill important gaps in the story, making them extremely important to the project. Once the important resources were identified, alternatives were developed to see how various combinations of those resources might be linked together and managed to preserve and interpret an important part of America's history. The major opportunities and constraints considered during the development of the alternatives are summarized below.

OPPORTUNITIES AND CONSTRAINTS

Cultural Resource Preservation and Interpretation

Salem Maritime National Historic Site has excellent resources to initiate a nationally significant story of America's early settlement, maritime era, and textile and leather industries. However, the resources available at this 9-acre site do not fully express these themes. Many aspects of this story could be brought to life for visitors much more vividly and effectively through the preservation and interpretation of a great variety of related resources found throughout Salem and Essex County.

The vast majority of the properties important to the Salem Project must be considered threatened. Most are privately owned, are not managed for preservation purposes, and do not fall under the controls on federal- or state-funded projects. The negative impacts of incompatible development and demolition of historic resources are evident throughout several parts of the county, even within national, state, and local register districts. In addition, many potentially important cultural resources related to the Salem Project are not listed on any historic register.

More than 30 districts or sites designated as important to the project have at least one

resource open to the public. However, these resources are generally not integrated into the larger historical context or linked to tell one unified story of the area's history.

Preservation and interpretation of Salem Project cultural resources could significantly enhance the interpretation of several themes that are now only weakly represented within the national park system, most notably the settlement of New England, the naval aspects of the American Revolution, export-import trade, the leather industry, and certain aspects of the textile industry. The representations of America's textile industry at Lowell National Historical Park and the Blackstone River Valley National Heritage Corridor can be supplemented and enhanced, rather than repeated, by Salem Project resources.

Natural and Scenic Resource Preservation and Interpretation

The county contains exceptional natural and scenic areas that can greatly enhance visitors' understanding of what the landscape was like in historic times and how the available natural resources affected the county's cultural development. Many of these natural and scenic areas are open to the public, but few are currently interpreted in relation to the county's cultural heritage. Some are underutilized and need careful planning to provide safe and pleasant experiences for visitors. A few outstanding natural areas are too fragile to support tourist use and should be avoided.

Regional Context

Boston, the major tourist destination for the region, is only about 10 miles from the boundary of the Salem Project. The large number of people drawn to and living in this area provides an invaluable source of potential tourism for Salem and Essex County. At the same time, Salem and Essex County must

compete with Boston and a number of nearby national parks and major attractions to become a tourist destination area.

Socioeconomic Conditions

While some communities in Essex County are experiencing healthy economic growth, many, including Salem, need economic revitalization. Tourism based on interpretation of cultural resources could help revitalize these communities' economies, increase residents' appreciation of their resources, and boost community pride.

Tourism needs to be better distributed throughout the county. Some communities attract more tourists than they can accommodate, while others have undeveloped tourism potential.

Tourism could increase the demands on city, regional, and state services, requiring careful planning and management assistance to avoid problems.

Residential neighborhoods require sensitive planning to ensure that visitor use does not infringe on residents' quality of life.

Transportation

Salem and several other communities with significant cultural resources are difficult to reach by automobile. Also, tourism could compound existing traffic congestion within Salem and other communities. A Salem transportation plan currently underway should help alleviate current access and traffic problems in and around that community. Additional studies addressing more of the county might be needed in the future.

A good mass transit system connects Boston and Salem to much of the county. The county also has excellent water resources for boat travel and extensive abandoned railway

corridors and local roads potentially suitable for bikeways. These alternative travel systems could be combined to create pleasant alternatives to the private automobile for tourist travel.

ALTERNATIVES

Two sets of alternatives were developed and analyzed: four alternatives exploring how various combinations of resources might be preserved and interpreted, and three alternatives examining possible management strategies. Any of the preservation and interpretation alternatives would be compatible with any of the management structures; thus, they were analyzed independently of one another.

Preservation and Interpretation Alternatives

Common Goals. All the alternatives would

- focus on the preservation of resources while sensitively providing for their interpretation and use
- tell a unified story of America's early settlement, maritime era, and textile and leather industries, incorporating existing interpreted facilities wherever feasible
- enhance the quality of life for community residents through the preservation and sensitive use of heritage resources
- be sensitive to the preferences of communities and the rights of individual property owners and avoid adverse effects on neighborhoods
- establish the city of Salem as the project focus by developing the major visitor center there and by making the city the primary visitor destination

- develop cultural sites as the major visitor destinations, but also include natural and scenic resources to enhance visitors' understanding and appreciation of the area's cultural and natural history
- recognize Boston as a national transportation hub and establish the Salem Project as a major regional tourist attraction drawing visitors from this larger center
- emphasize mass transit, boat, bus, bicycle, and pedestrian systems as alternatives to using automobiles to tour the Salem Project sites

Existing Situation. The Salem Project has been extended outside the boundaries of Salem Maritime National Historic Site with the opening of an interim visitor center in downtown Salem and plans to develop a permanent visitor center in that vicinity. A long-term plan is needed to ensure that the great majority of resources important to the Salem Project will be preserved and interpreted.

Alternative 1: Salem Only / All Themes. The Salem Project could remain within the city of Salem, where it would preserve and interpret resources related to early settlement, the maritime era, and the leather and textile industries.

The major advantages and disadvantages of alternative 1 would be

- preservation of some of the best maritime era resources in the nation, along with nationally significant early settlement and industrial period resources
- visitor introduction to major events that shaped America's early settlement, maritime era, and textile and leather industries

- economic revitalization of downtown Salem
- omission and possible loss of many excellent cultural, natural, and scenic resources, many of which are highly threatened, that could greatly enhance all three themes of the Salem Project story

Alternative 2: Coastline / Themes 1 and 2.

The Salem Project could extend beyond the city of Salem to incorporate the coastal area of Essex County, where it would preserve and interpret resources related to early settlement and the maritime era. The third theme of textile and leather industries would be interpreted only briefly at the Salem visitor center to place the maritime story in its full historical perspective.

The major advantages and disadvantages of alternative 2 would be

- preservation of many of the most important early settlement and maritime resources in the nation
- greatly enhanced visitor understanding of early settlement and the maritime era
- omission and possible loss of excellent resources, including some of the most highly threatened in the county, that could greatly enhance the interpretation of the textile and leather industries
- neighborhood revitalization, positive community image, and improved quality of life for residents in many coastal communities
- potential for increased traffic congestion along the North Shore, to be mitigated by emphasis on alternative means of transportation and designation of multiple alternative automobile travel routes

Alternative 3: Countywide / All Themes.

The Salem Project could preserve and

interpret resources along the coast and the lower Merrimack River valley to tell a comprehensive story of early settlement, the maritime era, and the textile and leather industries.

The major advantages and disadvantages of alternative 3 would be

- preservation of many of the most important early settlement, maritime, and textile and leather industry resources in the nation
- greatly enhanced visitor understanding of early settlement, the maritime era, and the leather and textile industries
- more communities helped to gain a greater awareness and appreciation of their unique cultural heritage
- neighborhood revitalization, positive community image, and improved quality of life for residents in communities along the coast and in the lower Merrimack River valley
- dispersion of the current concentration of tourists along the coast to underutilized portions of the county
- difficulty in telling the textile and leather stories from a visitor center in Salem, where many of the resources related to this theme no longer exist

Alternative 4: Countywide / All Themes / Secondary Centers in Lawrence and Haverhill.

This alternative would be similar to alternative 3 except that secondary interpretive centers would be established at Lawrence and Haverhill, where the most diverse and comprehensive representations of the leather and textile industries remain. Such a center could be developed as part of the Lawrence Heritage State Park visitor center and the Museum of American Textile History in Lawrence; a new facility similar to the

Lawrence Heritage State Park visitor center would be needed in Haverhill.

The major advantages and disadvantages of alternative 4 would differ from those of alternative 3 as follows:

- better assurance of preservation and interpretation of key textile and leather industry resources, which are some of the most threatened in the county
- better visitor understanding and appreciation of the leather and textile industries
- increased economic benefits to Lawrence and Haverhill, both of which have a high need for revitalization

Management Alternatives

Common Goals. The success of the Salem Project will depend on broad-based support and participation by private citizens, businesses, nonprofit institutions, and local, regional, state, and federal governments. The majority of the capital needed to implement the project will be expected to come from the private sector through investments in cultural resource rehabilitation and adaptive use projects. The major government role will be the establishment of a mechanism to coordinate technical and financial assistance to Salem Project participants and the improvement, as appropriate, of federal, state, and local facilities. All the project participants could benefit from additional investment incentives, jobs, and tax revenues generated by the project.

The management entity established to conduct comprehensive planning and to coordinate and direct the efforts of all the project participants must be powerful enough and have the resources necessary to

- protect and preserve important resources

- develop and manage a unified interpretive story integrating the Salem Project themes

- minimize the need for federal land acquisition by effectively utilizing federal technical assistance and participation in cooperative agreements

- enhance the economic base for Essex County communities with important cultural, natural, and scenic resources related to the Salem Project

- deal with a complex, multijurisdictional project with a major infrastructure of sites and transportation routes

- provide a forum and atmosphere that enables all levels of government (federal, state, and local) and the private sector to work together as partners to implement the project's common goals

- operate cost-effectively

- allow for management flexibility

Existing Situation. Project planning is now being coordinated by the National Park Service out of Salem Maritime National Historic Site and the Denver Service Center. The Salem Partnership is actively involved in all the studies related to the project. The leadership and implementation abilities of the Salem Project are currently limited by the competing demands placed upon the Salem Partnership and the limited staff assigned to the project. If a preservation and interpretation alternative broader than the city of Salem was selected, the partnership membership would not be representative.

Alternative 1: Partnership Coordinated by the National Park Service. The National Park Service and a partnership focused exclusively on the Salem Project could work together to carry out the project goals. The National Park Service would coordinate the project out of a project office. The partnership

would establish grassroots support and consensus needed to accomplish the goals of the Salem Project.

The major advantages and disadvantages of alternative 1 would be

- potential for extensive community involvement and grass-roots support
- no legislative mandate required, allowing the partnership to begin operation while the project was still being defined and to remain flexible and creative in seeking solutions to future problems
- difficulty of coordinating multiple competitive community interests without the benefit of a formal mandate
- less stable economic base and potential for emphasis on individual self-gain
- potential for informal partnership to dissolve at any time
- existence of effective prototypes, particularly as interim management strategies pending the establishment of a commission

Alternative 2: State Commission. A state commission could be established and staffed to oversee the management of the Salem Project. The state would be the primary public funding source for the project, but the federal government could contribute funding from existing federal programs for specific qualifying projects. Major funding would be expected from the private sector.

The major advantages and disadvantages of alternative 2 would be

- legally mandated role definition, allowing for efficient coordination of all participants

- potential to direct the project to state priorities
- difficulty of administering a state project based out of a federal site
- feasibility issues due to current limitations on state funds and the lack of access to new avenues of federal assistance

Alternative 3: Federal Commission.

Through the enactment of federal legislation, a federal commission could be established to oversee the management of the Salem Project. The commission would be established under the secretary of the interior and located in the Department of the Interior. The commission members would be appointed by the secretary of the interior after considering recommendations from a variety of sources to ensure broad representation of all levels of government and the private sector. The commission would receive funds through federal appropriations, which would be matched by nonfederal funds. As in the other alternatives, the private sector would be expected to be the major contributor of funds needed to implement the project.

The major advantages and disadvantages of alternative 3 would be

- legally mandated role definition, allowing for efficient coordination of all participants
- improved ability to direct federal funds to the specific needs of the Salem Project
- new federal expenditures at a time when many established federal programs are underfunded and current government cash flow problems exist; however, as in all the alternatives, no single participant, including the federal government, would be expected to carry the project alone
- existence of successful prototypes

FUTURE DIRECTION

The direction for the next step in this project will be defined through the legislative process by determining which preservation and interpretation alternative and which management alternative will provide the framework for future planning and design decisions.

No matter which alternatives are selected, project implementation should begin by focusing first on Salem Maritime National Historic Site and the proposed visitor center, next incorporating the designated resource areas within Salem, and then incorporating other resource areas in Essex County if a countywide approach is chosen. The following work should be accomplished in the next planning phase through a joint effort of federal, state, regional, and local governments and private citizens:

- strengthen partnerships among federal, state, regional, and local governments and private citizens both in Salem and throughout the county
- develop a permanent visitor center for the Salem Project as soon as possible
- develop a general management plan for Salem Maritime National Historic Site and the city's important resource areas, providing more detailed direction about how to preserve significant resources and provide a positive visitor experience while enhancing the quality of life for area residents
- if the project encompasses other Essex County communities in addition to Salem, develop a comprehensive management plan to direct the preservation and use of important resources on a countywide scale
- implement the comprehensive transportation plan, making improvements that will allow Salem to function well as

a major destination area; if alternative 2, 3, or 4 is chosen for preservation and interpretation, conduct a broader scale transportation study incorporating more of Essex County

- study and evaluate unregistered properties that appear to have potential for broadening and enhancing the themes of the Salem Project
- identify and meet the needs for additional planning studies, including more detailed studies of the area's history and archeology, visitor use and preferences, and socioeconomic conditions

NEW HAMPSHIRE

ATLANTIC OCEAN

MASSACHUSETTS

CONNECTICUT

RHODE ISLAND

PROVIDENCE

ESSEX CO.
LAWRENCE
LOWELL

SALEM MARITIME NATIONAL HISTORIC SITE
SALEM
SAUGUS

BOSTON
QUINCY

PLYMOUTH

CAPE COD BAY
CAPE COD

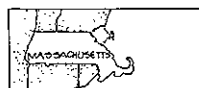
NANTUCKET SOUND

- A - SALEM MARITIME NATIONAL HISTORIC SITE
- B - SAUGUS IRONWORKS NATIONAL HISTORIC SITE
- C - BOSTON NATIONAL HISTORICAL PARK
- D - MINUTEMAN NATIONAL HISTORICAL PARK
- E - LOWELL NATIONAL HISTORICAL PARK
- F - CAPE COD NATIONAL SEASHORE
- G - PLYMOUTH, MASSACHUSETTS
- H - ROGER WILLIAMS NATIONAL MEMORIAL
- I - OLD STURBRIDGE VILLAGE
- J - BLACKSTONE RIVER VALLEY NATIONAL HERITAGE CORRIDOR



NO SCALE

DEC/DEC 89 / 373 / 40004A



Regional Context

ON MICROFILM

PART ONE: MAJOR PLANNING CONSIDERATIONS



REGIONAL CONTEXT



The Salem Project study area takes in all of Essex County, Massachusetts, which encompasses about 500 square miles and 34 towns in the northeastern corner of the commonwealth. The county is firmly anchored to water, with almost half the towns fronting on the Atlantic Ocean, and most others strung along the Merrimack River, one of the largest rivers in New England. Salem, the oldest town in the county, sits on a now relatively isolated peninsula near the center of Massachusetts Bay, approximately 16 miles northeast of Boston, on what is locally referred to as the North Shore.

Boston, a national transportation hub and a starting place for many of the region's tourists, is the major source of tourism for the Salem Project. The majority of visitors to Salem and Essex County come up for the day then return to Boston or continue on to the next major stop along their tour route.

Within Boston and the surrounding region are numerous units of the national park system that could relate in significant ways to the Salem Project. Two of those areas are in Essex County: Salem Maritime National Historic Site, which is the center of the Salem Project, and Saugus Iron Works National Historic Site, which interprets the first integrated iron works in North America. Boston National Historical Park, within the city limits of Boston, interprets a number of historic sites relating to the settlement and early days of the colony, including the Old North Church, Bunker Hill, the Charlestown Navy Yard, the berth of the USS *Constitution*, and the Paul Revere house. Minute Man National Historic Site in nearby Concord is the scene of the fighting that opened the American Revolution. Lowell National Historical Park commemorates America's first planned industrial community, while the Blackstone River National Heritage Corridor

represents a series of unique textile-manufacturing communities. Roger Williams National Memorial in Providence, Rhode Island, honors the founder of the Rhode Island colony and a pioneer in religious freedom. Cape Cod National Seashore is a highly scenic and ecologically significant natural shoreline park that also contains some maritime cultural resources. In addition, sites outside the national park system, such as Plymouth and Old Sturbridge Village, also relate to the Salem Project story. Visitors to the area must choose among these and numerous other cultural and recreational attractions in the Boston area. Therefore, Salem and Essex County must compete to become a major destination area.

CULTURAL THEMES AND RESOURCES



One of the major purposes of this study was to survey and evaluate the cultural resources of Essex County to identify which ones could enhance the interpretive story introduced at Salem

Maritime National Historic Site. The major findings of this study are described in this section of the report. Additional details are provided in the Appendix.

BRIEF HISTORY OF SALEM AND CLOSELY RELATED COMMUNITIES IN ESSEX COUNTY

Salem has an uncommonly rich cultural heritage as one of the very earliest American settlements, the first major world harbor for the United States, and a thriving industrial hub for the region. This history is briefly described below and developed in more detail in appendix A.

Salem was first settled in 1626, just six years after the first English settlement at Plymouth. The Puritan settlers initially intended to earn their livelihood through a combination of farming and fishing, but poor farming conditions soon turned their attention almost exclusively to the sea. A period of tremendous growth in the New World population followed the founding of Salem. The original Salem grant, which included the later towns of Marblehead, Manchester, Beverly, Wenham, Danvers, Peabody, and part of Middleton, was succeeded by grants for Lynn in 1631, Ipswich and Newbury in 1634, Rowley and Salisbury in 1639, Gloucester in 1642, Andover in 1646, and Boxford in 1694. From the earliest villages, settlement spread in tiers toward the interior and the Merrimack River throughout the latter 17th century. As in Salem, fishing became an important activity in all the neighboring coastal towns, including Marblehead, Beverly, Manchester, Gloucester, and Ipswich. Farther

inland, where the land was more arable, more traditional farming communities were established.

Most of the early communities in Essex County were governed by Puritans and reflected the values they placed on thrift, sobriety, conservation, and hard work. The early settlers also tended to be highly superstitious and antagonistic toward outsiders, two traits that allowed the witchcraft hysteria so prevalent in Europe to also touch New England. Several towns, most notably Danvers and Salem, were the scenes of witch trials and hangings in the last decade of the 17th century. The eventual discrediting of the witch hunters, many of whom were church leaders, led to a decline in the power of the clergy and a fundamental change in society that laid the foundation for the characteristic social, religious, and economic institutions that distinguish Massachusetts and the rest of New England today. New England culture is a product of Puritan virtues tempered by the Yankee characteristics of boldness, inventiveness, mechanical ingenuity, and a willingness to test the unknown, and ultimately overlain with the richly diverse cultures of international immigrants. The melding of these characteristics within the unique setting of the region's distinctive natural environment created the mixture of idiosyncrasies that distinguishes this region from other parts of the United States.

By 1700 the fishing industries in communities such as Salem, Gloucester, Marblehead, and Newburyport had developed into a commercial shipping trade that involved taking fish, meat, and lumber to the West Indies, where they were traded for sugar, molasses, rum, and cotton. These articles of the West Indies trade were partially consumed in New England, but mostly used for trade with Europe. In the years prior to the American Revolution, Salem developed into a major port. Her closest competitor in the county in terms of town building and shipbuilding was Newburyport, at the mouth

of the Merrimack River. Salem, as the older of the two towns with the better established harbor, retained the county seat and became the economic, political, and social hub of Essex County.

During the Revolution Salem fishermen and merchants turned privateers and, in league with their neighbors from Newburyport, Beverly, and Marblehead, played a major role in harassing British shipping along the American coast. When New York and Boston were occupied by the British, Salem's harbor remained open, preserving much of the critical trade with the rest of Europe. Many residents of Salem amassed fortunes during the war that more than offset the loss of fishing fleets and the setback of domestic industries and allowed the community to establish itself after the war as the new nation's first major world harbor.

The height of Essex County's maritime trade activity occurred between the Revolution and the War of 1812, when the New England traders' willingness to take risks and seize opportunities, combined with the use of larger and faster ships, led to the exploration of worldwide markets. Because Massachusetts ships were no longer limited to ports approved by the British, a golden age of unrestricted trading began, during which time commerce was carried on with almost every major world port. Merchants from Salem and neighboring cities, notably Newburyport and Gloucester, expanded their activities in the West Indies, South America, and Europe, and Salem merchants opened new ports in Africa and throughout Asia, including Russia, to U.S. commerce. Yankee sea captains involved in the Far East trade traversed the globe, conducting a highly complex and profitable exchange of international goods that included West Indies rum, British letters of credit, South Pacific Island sandalwood, Indian cotton textiles, Chinese ivory, and Arabian coffee. Salem merchants became so successful in the Far East trade that some people living in other countries believed Salem to be a

country of its own. The wealth generated by this trade stimulated a number of industries at home as new ships, wharves, commercial buildings, and elegant mansions were built by the maritime elite. During this period Salem was a powerful, enriched, and diversified port where fishing, shipbuilding and other related industries were greatly stimulated. Salem developed a strong fishing industry, and major fishing centers also developed in Marblehead and Gloucester.

A series of events in the early 19th century severely curtailed maritime trade activities. In 1807 President Jefferson imposed an embargo against foreign trade intended to force England and France, who were at war, to recognize the rights of neutral traders. In effect, the embargo crippled only New England's economy. During the depression that followed, many larger merchants began to consolidate their operations in Boston and New York. Also, Salem's and Newburyport's shallow harbors were not navigable by the larger ships introduced in the mid 19th century. Although Salem remained an active port, it never again produced the wealth or enjoyed the status of preembargo days.

While Salem's maritime commerce waned, Gloucester's fishing industry experienced a phenomenal expansion between 1830 and 1865. Gloucester fishermen caught cod, halibut, and mackerel in Massachusetts Bay, on Cape Cod's treacherous Georges Bank, off Nova Scotia, along Newfoundland's Grand Banks, in the Gulf of Saint Lawrence, and off Greenland and Iceland. An 1846 rail connection from Gloucester to Boston attracted buyers from all parts of the country, and during the Civil War Gloucester became a fish supplier to the Union army. By 1865 Gloucester had established itself as the greatest fishing community in America (Morison 1979).

During the 19th century sailing vessels reached their culmination, illustrating a marriage of beauty and utility that has rarely

been matched. Ships were the greatest technological expression of the age, the space shuttles of the maritime era. Each ship had her own unique life, character, and history. In port cities such as Salem, the pride of the community was embodied in the ships riding into harbor. Salem's fleet grew from the tiny fishing shallops of 1629 to the fine East Indiamen trading vessels of the federal period. Major shipbuilding centers, such as Salem, the lower Merrimack River valley, Gloucester, and Essex, all took great pride in their shipbuilding industries. These Essex County communities created many of the most significant advances in shipbuilding in the world and established the area as the greatest shipbuilding center in New England during the colonial and federal periods (Morison 1979).

The same embargo that halted Salem's maritime trade greatly stimulated industrial development, since it required goods to be produced and capital to be invested locally. Salem's first large-scale industry was leather tanning. Area farmers had always made shoes as part of their self-sufficient life-style, and as this craft grew into a cottage industry, Salem merchants supplied the raw materials by importing hides from South America and the American Northwest. Around 1800 Salem and adjacent Peabody were supplying about three-fourths of the county's leather. The shoe industry grew during the mid 1800s from a cottage industry to a centralized, mechanized production system, and by the late 1800s large shoe factories dominated several Essex County town centers. As a result of continuing technological advances the shoe industry grew tremendously, and by the turn of the century it was the most common occupation in Salem and all of Essex County. In the mid 19th century Lynn emerged as the largest producer of women's shoes in the United States, while Haverhill established itself as the second largest; Peabody became the largest leather producer for the industry; and Beverly had the largest shoe making equipment factory in America.

The textile industry developed on a much larger scale than the shoe industry because of the complexity and size of the machinery involved. In 1826 new forms of technology, power generation, finance, labor, and industrial organization were first combined on a scale that portended the industrialization and urbanization of America. The result was the nation's first planned industrial city, Lowell, Massachusetts, on the lower Merrimack River just west of Essex County. Twenty years later Lowell's owners built a second city at Lawrence, in Essex County, which exceeded the scale and diversity of Lowell. By the beginning of the 20th century Lawrence was the leading center for the manufacture of worsted cloth in America, with more than 10 mills and numerous ancillary industries creating items needed for textile manufacturing. Much of the money invested in both Lowell and Lawrence had been amassed through maritime trade, and the raw materials used for textile manufacture and the coal to heat the facilities were shipped into Salem harbor and transported by rail to the industrial centers. Salem also had the nation's largest cotton textile factory by 1847.

The fishing centers and the leather and textile factory cities attracted large immigrant work forces, which significantly changed the social and political structure of Massachusetts and ultimately had a great impact on America. Essex County was one of the centers of this economic and social revolution during the early industrial period, and it was the site of such important events as the renowned Bread and Roses strike in Lawrence and the largest single strike in pre-Civil War America in the shoe city of Lynn.

Many significant sites and structures remain from this past: In Salem, the Puritans' landing site, dark wooden homes and cemeteries dating from the 17th century, wharves, beautiful Georgian and Federal architectural gems that once housed the city's sea captains and merchants, a large textile factory, tannery sites, houses of migrant factory workers, and

the estates of wealthy industrialists all combine to create a dense concentration of nationally significant urban historical resources. Salem's historic sites are enhanced by a variety of closely related resources in other areas of Essex County: Towns such as Ipswich and Marblehead contain some of the nation's finest examples of first-period homes, taverns, and cemeteries. Saugus contains the first sustained integrated iron works in America. Danvers has nationally significant sites dating from the witchcraft era. Numerous towns along the coast, such as Gloucester, Newburyport, and Amesbury, contain examples of early fishing and shipbuilding industries, streets lined with stately mansions of the maritime elite, and historic artisans' neighborhoods. Remains of entire textile villages, including the mills, machine shops, downtown areas, and residential areas for workers and owners can still be found in Andover, North Andover, Lawrence, Methuen, and Amesbury, while vestiges of the shoe and leather industries are prevalent in Haverhill, Lynn, and Danvers.

METHODOLOGY FOR DETERMINING SALEM PROJECT RESOURCES

This study involved researching and analyzing nearly 250 register forms, many of which contained hundreds, even thousands, of cultural resources. The purpose of the analysis was to determine which cultural resources throughout the county could best contribute to visitor understanding of the interpretive themes developed for Salem Maritime National Historic Site. Only cultural resources that related directly to the themes to be interpreted at Salem Maritime were analyzed. Those themes were determined to be

- Founding and early settlement, 1626-1775
- Beginnings of the maritime era (fishing, ships and shipbuilding, and maritime trade)
- Puritan society

Height and decline of the maritime era, 1775-1900

- Privateering
- Far East trade
- Fishing
- Ships and shipbuilding
- Textile and leather industries, 1830-1940
- Evolution of industries
- Planning of industrial cities
- Immigration and labor

The limited time available for the resource inventory did not permit research in original documents. Most information concerning the resources was gathered from existing forms nominating properties and districts to the National Register of Historic Places or to state or local registers. Where districts overlapped, the largest district registered was used for analysis purposes. All smaller districts were analyzed as part of the larger districts that encompassed them. Districts and properties that related to more than one theme were analyzed separately for each theme.

Resources of national, state, and local significance were analyzed, realizing that a great variety of resources, not all of them nationally significant, would be needed to tell a comprehensive story.

To be considered important to the project, registered properties or districts had to meet the following criteria:

High representation of the Salem Project themes – many quality theme-related examples or one highly distinguished example

Integrity – quality original workmanship, good existing condition, strong sense of historical character and setting

Proximity – several theme-related resources in a district, or individual sites within walking distance (preferably several blocks but never more than a half mile) of other related sites, allowing

visitors to make an easy interpretive connection between them

In nearly all cases resource districts and sites fit within the time frames designated for each theme. However, in a few instances resources that clearly related to a theme predated or postdated the general time period assigned to that theme. These resources were included under the theme that they related to best, regardless of the date.

The majority of the resources determined to be important to the Salem Project were nationally significant; however, these were supplemented by some state and locally significant districts found to fill important gaps in the story. All areas that met the criteria for important resources were incorporated even though some of them, particularly the textile industry resources, duplicated representations of the same story.

Information about the county's archeological sites was generally insufficient to rate these resources. The only available archeological studies relevant to this study were a general survey of potential sites in Salem (Mrozowski 1988) and a land-based maritime-related archeological study of a small section of the Newburyport Historic District (Faulkner et al. 1978). The Faulkner excavations discovered the kinds of resources predicted by Mrozowski, indicating that additional archeological research along the North Shore can contribute significantly to the understanding of early port development and other aspects of the region's history.

Some potentially significant historic and archeological resources that were not listed on registers or adequately documented were identified through consultation with representatives of state, regional, or local preservation agencies or organizations; these potential resources were not analyzed, but they were noted as meriting further study. Other potential historic and archeological resources will likely be found during future

studies related to the Salem Project, and they will need to be researched to determine their importance to the project and their eligibility for the National Register of Historic Places.

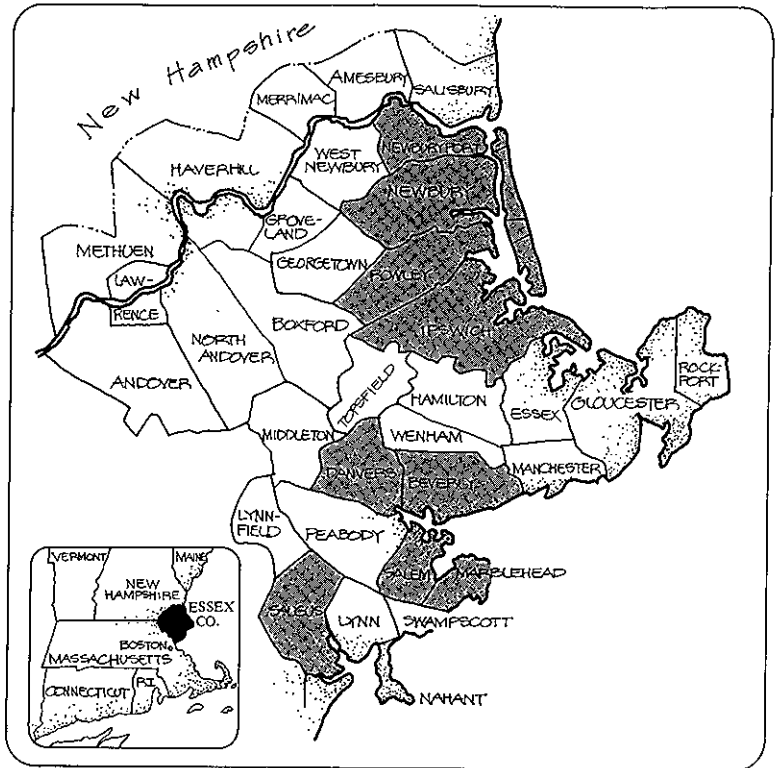
The following summaries highlight the registered historic properties that were identified as being important representations of each of the major themes of Salem history and therefore the most important to the Salem Project. The properties are listed for quick reference and comparison in tables 1-3 at the end of this section. Additional information about the methodology used to rate the individual properties is provided in appendix B. The Salem Project properties are described in greater detail in appendix C, and all the other properties that were analyzed are listed, along with their ratings, in appendix D.

CULTURAL RESOURCES IMPORTANT TO THE SALEM PROJECT

Theme 1: Founding and Early Settlement, 1626-1775

The Puritan immigrants to the New World found good anchorages on the Salem peninsula and established one of the earliest settlements there. Frustrated as farmers by the poor agricultural conditions, many became fishermen. Settlement spread out from Salem to other towns along the coast and to the interior, where agriculture was more feasible and a somewhat different life-style evolved. Important resources representative of early settlements and Puritan society are found in Salem, Beverly, Danvers, Marblehead, Ipswich, Newbury, Newburyport, Topsfield, and Saugus, and potential resources are found in Rowley and Nahant.

Salem, the first town in the Massachusetts Bay Colony, has a variety of unusually intact and therefore highly distinguished and nationally significant resources from the early settlement and pre-Revolution periods. The Derby Waterfront Historic District, which encompasses a very early wharf and the 17th and 18th century homes of fishermen, mariners, shipwrights, and merchants, reflects the early maritime orientation of the town. Salem Maritime National Historic Site, a part of this larger district, preserves and interprets one of the earliest remaining wharves in America, a fine example of a first-period shipwright's home, and the colonial mansion of a merchant millionaire, all on their original sites next to Salem Harbor. The House of Seven Gables Historic District, also part of the larger Derby Waterfront district, preserves and interprets outstanding examples of first-period architecture, including classic houses with dark wood siding and leaded glass windows. The Chestnut Street Historic District contains an early cemetery with the graves of some of Salem's first citizens, one of the country's most important 17th century residences (the Pickering house), an especially



Early Settlement Resource Areas



Derby House, Salem Maritime National Historic Site

significant Georgian Colonial structure (the Ropes mansion), and the Witch House (where pretrial examinations of accused witches occurred); all three of these buildings are interpreted to the public. The nearby Gedney house, which is open by appointment, has had its interior structural elements exposed and is the most important early settlement architectural study house in Massachusetts. The Salem Common Historic District also contains excellent first-period and Georgian residences associated with wealthy merchants, sea captains, and a noted navigator, one of which is a national historic landmark. Most of these residences and portions of an early Quaker meetinghouse are managed and interpreted to the public by the Essex Institute, which is part of the Salem Common district. The Downtown Salem Historic District encompasses a very early cemetery containing the burial sites of some of the original Puritan settlers. This district also contains the Witch Dungeon Museum, which offers a dramatic interpretive program about the witch trials, although the structure itself is not a first-period historic resource. Another popular visitor attraction is the Salem Witch Museum, where the witchcraft hysteria is re-created in life-size dioramas and a dramatic dialogue. Potential resource areas include Pioneer Village in Forest River Park, where several of the primitive shelters used by the first colonists have been re-created, Gallows Hill, and numerous archeological sites which remain to be surveyed but promise to yield significant additional resources related to the original settlement, early fishing and shipbuilding activities, and the life-styles of the early residents.

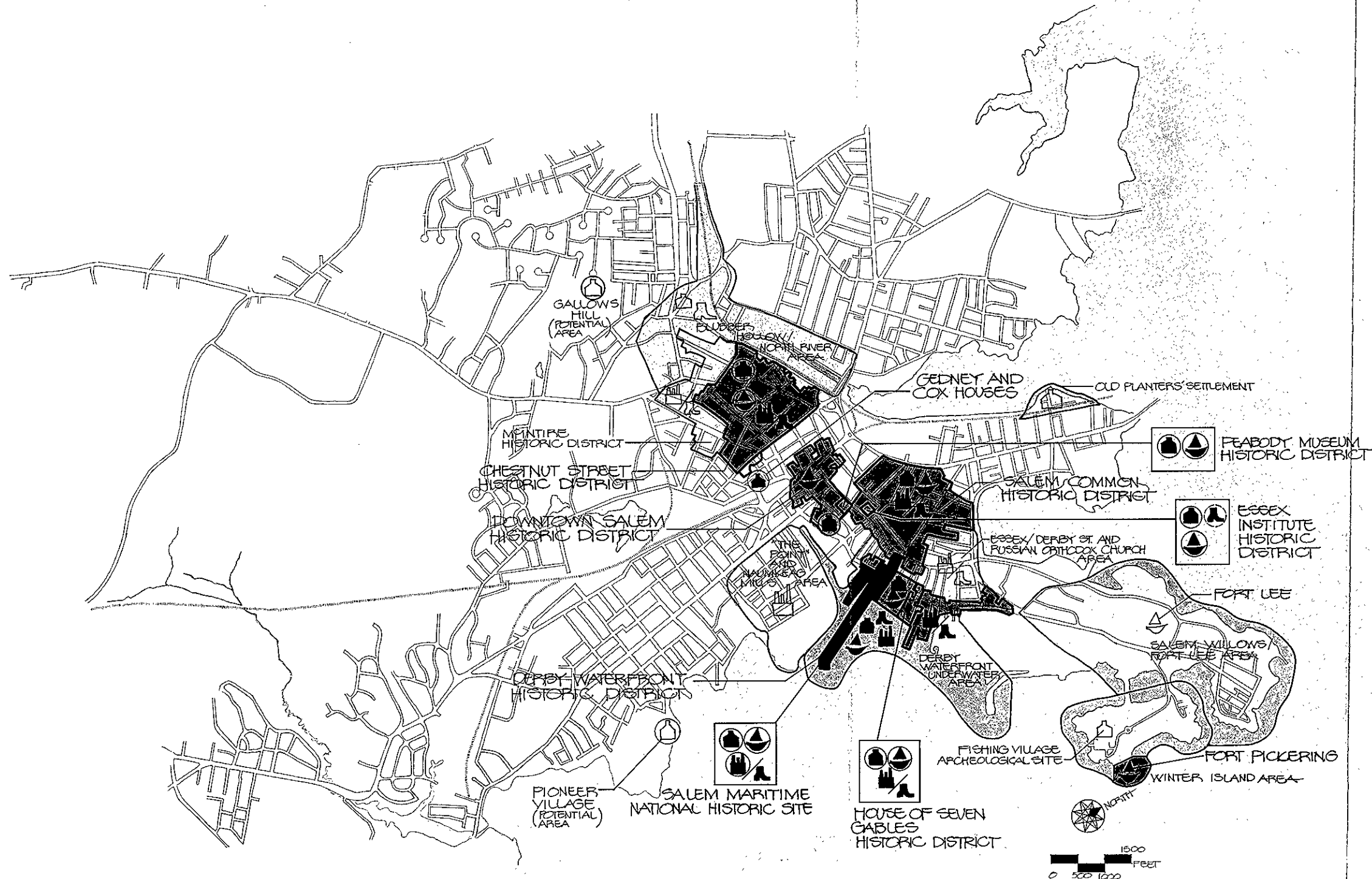
The Danvers area, originally a farming section of Salem, has the large, nationally significant Salem Village Historic District encompassing several authentic houses, cemeteries, and an archeological site associated with the most famous and best documented events of witchcraft hysteria in American history.



Quaker Meetinghouse, Salem



Pioneer Village, Salem

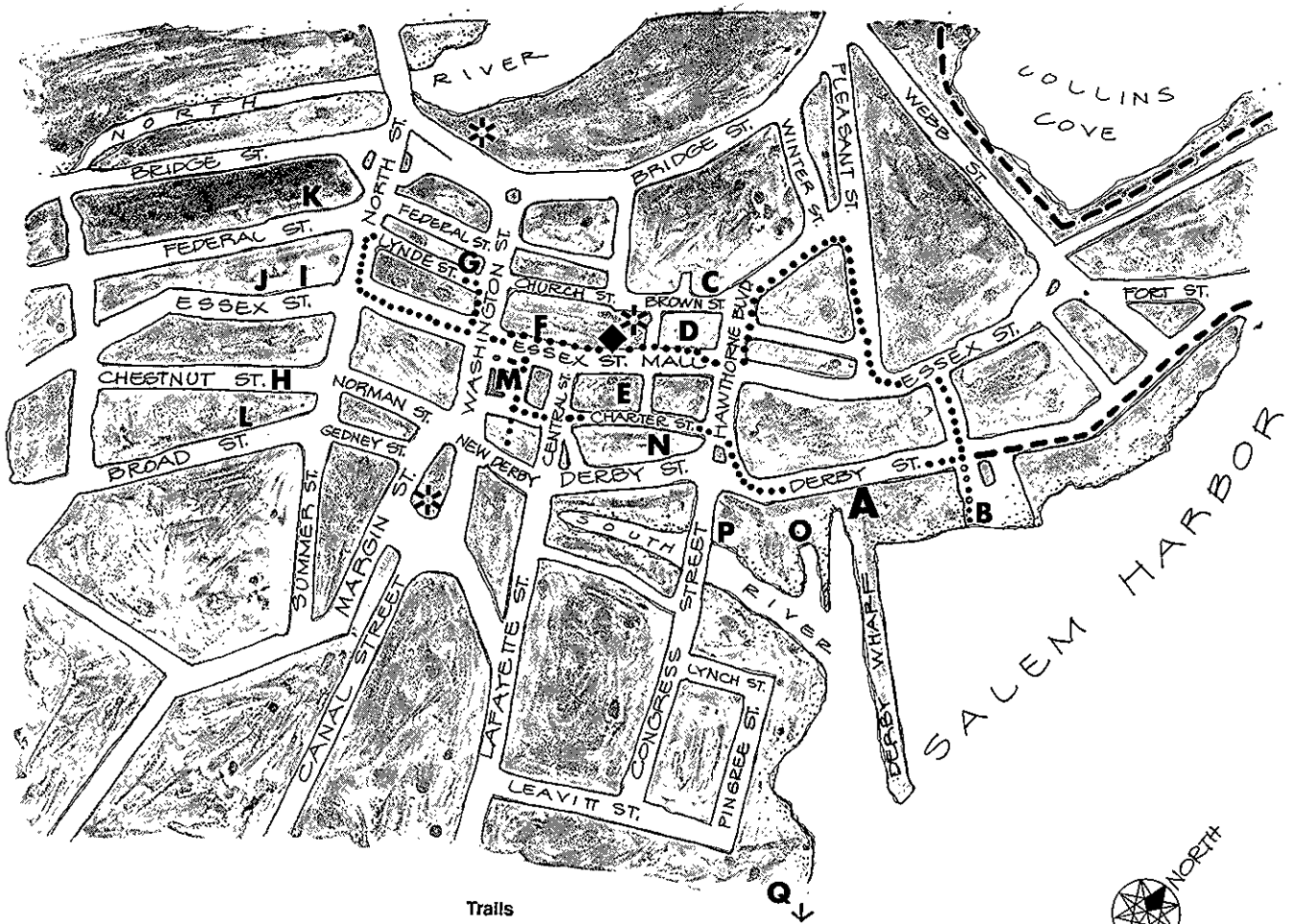


- HISTORIC DISTRICTS AND SITES
- POTENTIAL AREA
- EXISTING
- POTENTIAL
- EARLY SETTLEMENT
- MARITIME ERA
- TEXTILE INDUSTRIES
- LEATHER INDUSTRIES
- ACCESS AND INTERPRETATION
- INTERPRETATION

BAKERS ISLAND LIGHT STATION

Salem
 Cultural
 Resources

ON MICROFILM



- A - Salem Maritime NHS
- B - House of Seven Gables
- C - Salem Witch Museum
- D - Essex Institute
- E - Peabody Museum
- F - Essex Street Mall/Museum Place/
National Park Service Interim Visitor Center
- G - The Witch Dungeon Museum
- H - Chestnut Street/Stephen Phillips
House/Hamilton Hall
- I - Witch House
- J - Ropes Mansion and Garden - Essex Inst.
- K - Pierce-Nichols House and Cotting-Smith
Assembly House - Essex Institute
- L - Pickering House
- M - Old Town Hall
- N - Charter Street Cemetery
- O - Pickering Wharf
- P - Harbor Boat Tours
- Q - Pioneer Village

- Trails**
- Heritage Trail
 - - - - Proposed Signed Pedestrian Trail
 - * Parking
 - ◆ National Park Service Interim Visitor Center



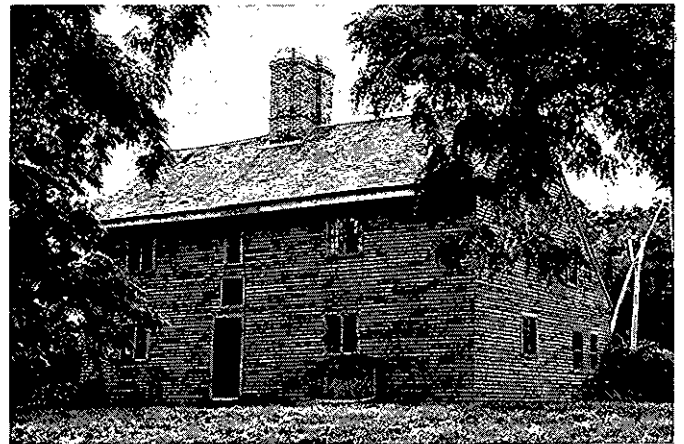
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**Downtown
Salem
Public
Attractions**

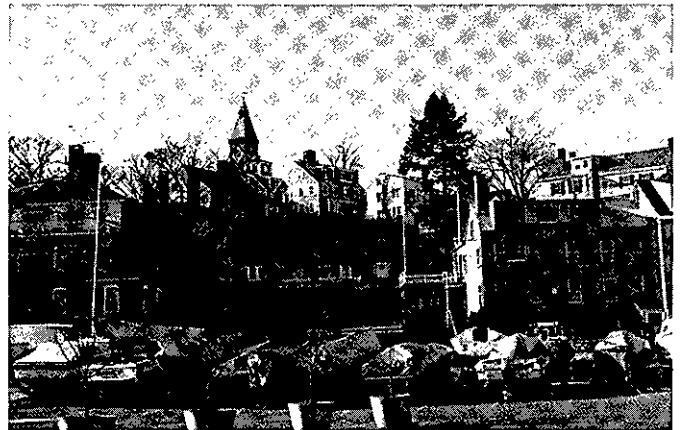
ON MICROFILM

Visitors can see the remains of the parsonage where young girls listened to tales of "black magic" and the rural homestead of Rebecca Nurse, one of the first accused witches. Portions of Danvers retain an unusual rural feeling reminiscent of early settlement days, and the Nurse property, with its weatherbeaten house and outbuildings, the small family burying ground, the huge shade trees, and the nearby fields and drainages, still looks much as it may have in 1692. The Nurse property and a neighboring residence are interpreted to the public. The archeological remains of the parsonage and the site of the First Church, where preliminary witchcraft hearings were held, are marked with interpretive signs. Additional unregistered first-period homes appear to be potentially significant resources.



Rebecca Nurse House, Danvers

Marblehead, with its narrow winding streets lined with close-set houses, offers visitors a remarkably unaltered view of an early settlement fishing village. The colonial period resources of the nationally significant Marblehead Historic District are considered among the most important in the commonwealth. More than 250 structures within the district date from the late 17th century to 1775. They range from small, simple wood-frame homes, to outstanding examples of wealthy merchants' and sea captains' homes, to an old tavern and town hall, to a burial ground. Interpretation is provided at the Jeremiah Lee mansion (one of the finest Georgian mansions in the United States and a national historic landmark), the early 18th century town hall, and a burial ground that has many 17th century graves on a spectacular hillside overlooking the ocean. The oldest Episcopal church in the country and the remains of a 1644 coastal defense fort are also open to the public, but they are not interpreted as early settlement resources.



Marblehead

Beverly contains the Rev. John Hale house, which is the first-period residence of a participant in the Beverly witch trials who eventually helped end the hysteria, and the

John Balch house, which is the only remaining house built by any of Salem's original Old Planters. Both houses are open to the public and interpreted.

Ipswich is one of the earliest towns in Massachusetts and has more first-period houses in its four nationally significant historic districts than any other community in America. Much of the town is fundamentally intact, displaying original street patterns, greens, and open spaces, as well as historic architecture. The first-period structures are conservative in style and illustrate the solid craftsmanship of their austere Puritan builders. Nearly all have been restored, and one has been moved to a prominent hill overlooking the south green with its open grassy field, a stream, and a lake. With the addition of a multitude of early 18th century structures, the town provides a unique record of American architecture, settlement patterns, and town development from the mid 1600s on. The High Street Historic District contains the largest concentration of first-period structures. The South Green Historic District contains the John Whipple house, an interpreted national historic landmark dating from 1653. The Meetinghouse Green Historic District contains some of the town's most prestigious 18th century houses. The East End Historic District encompasses the remains of the maritime-oriented district of this predominantly agricultural community.

Newbury contains several 17th and 18th century houses considered to be some of New England's most important examples of first-period architecture clustered near a pre-Revolution common. This settlement area is the Upper Green (Newbury Village) part of the Newbury Historic District, which was the town center of a predominantly agricultural village established in 1642. One of the structures, the Tristram Coffin house, has been designated a Massachusetts historic landmark and is open to the public. The Swett-Ilisley house is interpreted by appointment. The district, with its



Whipple House, Ipswich

well-preserved structures and the little-altered common, is a good representation of early settlement residential patterns. A coastal farm complex very near the Newbury Historic District and also open to the public includes the Spencer-Pierce-Little house, which is an extremely rare masonry structure and a national historic landmark, a barn, and several outbuildings surrounded by cultivated fields. An earlier settlement area around the Lower Green (the town's original landing site on the Parker River) is not listed on the National Register of Historic Places but is a potentially significant resource. The quaint New England common at this site is surrounded by at least one excellent example of a first-period home (the Dole-Little house), which is open to the public by appointment.

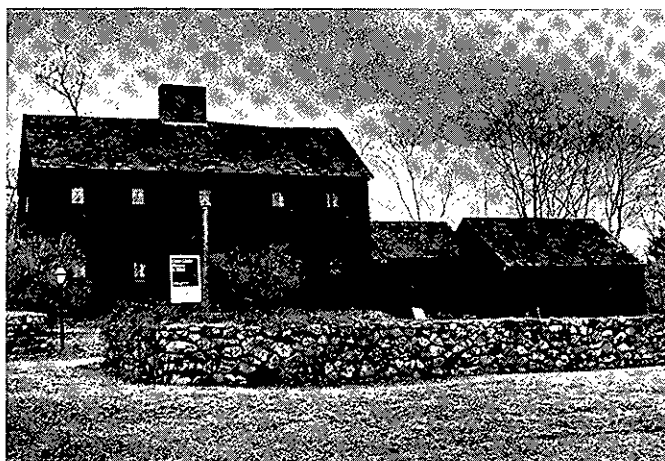
The city of Newburyport contains several good examples of first-period and Georgian buildings in the nationally significant Newburyport Historic District. The resources include merchants', sea captains', and shipbuilders' homes, mostly Georgian Colonials dating from the 17th and early 18th centuries. None of the first-period structures is open to the public, but the period is interpreted in a structure built in the early 19th century. This district together with the two greens in Newbury document the movement of a community from the Parker River to the Merrimack.

Amesbury has the exceptional Rocky Hill Meetinghouse, which is entirely intact down to the original finishes and fittings and which sits in a remarkably unaltered setting. The meetinghouse is open to the public by appointment.

Saugus is the site of Saugus Iron Works National Historic Site, which preserves a variety of original and reconstructed buildings from America's first sustained, integrated iron works. This site displays a unique part of 17th century New England and exemplifies the diversity of enterprises undertaken by the early settlers. A few miles away is the



Spencer-Pierce-Little House, Newbury



Dole-Little House, Newbury



Saugus Iron Works National Historic Site

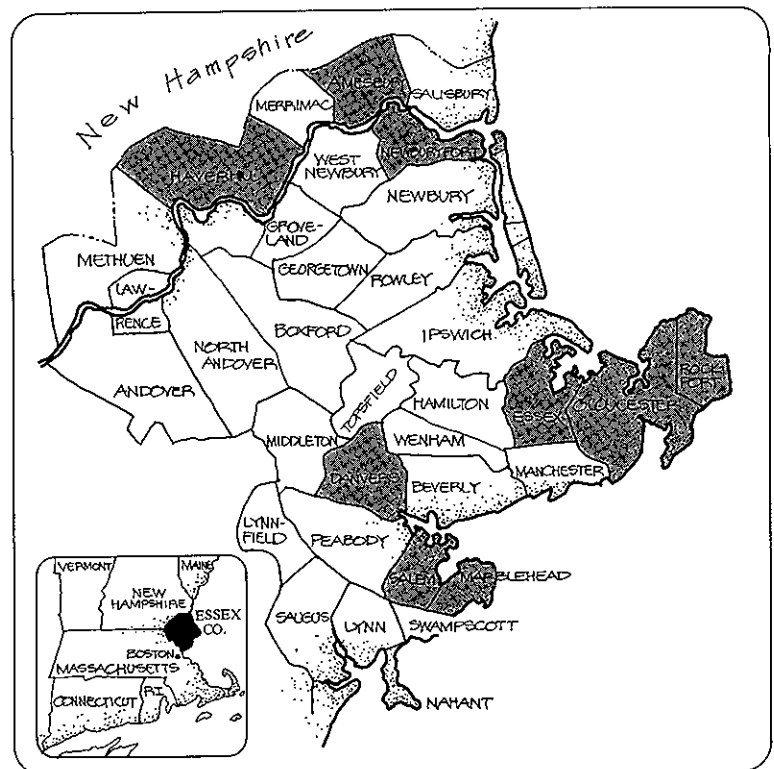
Boardman house, an outstanding example of a typical New England home with well-preserved original interior detailing. The house is a national historic landmark and open to the public by appointment.

Topsfield's Town Common District contains the Parson Capon house, which is considered by many authorities to be the finest surviving example of Elizabethan architecture in America. The structure is a national historic landmark and is open to the public.

Potential resources include the Forty Steps in Nahant, where gabbro was mined for use at Saugus Iron Works. Other potential resources are Rowley's Warehouse Landing, which may prove to be the original landing site used by the town's first inhabitants, at least two of the original king's grant farms near the Rowley landing, and another early settlement farm in Essex, called Cogswell's Grant, which retains many 17th century characteristics.

Theme 2: Height and Decline of the Maritime Era, 1775-1900

The presence of fine harbors, coastal rivers, lumber for shipbuilding, and bountiful supplies of fish – together with the bold and adventurous Yankee spirit of the people – predestined the growth of maritime activities and related trades in Essex County. Understandably the best places to interpret this theme are the seacoast towns, notably Salem, Marblehead, Gloucester, and Newburyport, all of which still possess functioning harbors. A few significant maritime resources are found in Danvers, Rockport, Amesbury, Essex, and the Rocks Village portion of Haverhill. Together, these towns contain a wealth of remains associated with maritime activities, including boat yards, a schooner, marine railways, coastal fortifications, lighthouses, and a multitude of fine residences of merchants, sea captains, and local craftsmen testifying to the economic prosperity of the era. Several of these



Maritime Resource Areas

communities have enough intact resources to clearly represent the overall site planning and design of maritime towns.

Salem was once the most prosperous and active port town in the United States and retains a rich legacy of buildings and objects dating from the height of its maritime activity. The nationally significant Derby Waterfront Historic District is perhaps most important because of its direct association with the harbor. This district contains three of the original maritime wharfs, the Derby Wharf Light, the impressive U.S. customhouse, the countinghouse, a warehouse, the West India Goods Store, and numerous homes of merchants, sea captains, and craftsmen, helping visitors envision the waterfront as it appeared in the late 18th century. Many of these resources are interpreted to the public at Salem Maritime National Historic Site and the House of Seven Gables complex, both part of the waterfront district. During the maritime era the waterfront district was predominantly a working class neighborhood where relatively small structures were tightly clustered along narrow winding streets to consolidate as much housing as possible near the harbor. In contrast, the Salem Common and Chestnut Street districts exemplify the neighborhoods of wealthy merchants and successful sea captains, where the residences were spaced around open areas like Salem Common or along broad landscaped avenues. The Salem Common and Chestnut Street districts each contain national historic landmarks and many other exceptional homes of merchants, sea captains, and maritime artisans, three of which are open for public tours. The Downtown Salem Historic District contains the Peabody Museum, an internationally recognized repository of maritime history, and the old town hall, which now houses the Chamber of Commerce. Salem's downtown still reflects the characteristics of a successful maritime city with its carefully planned clusters of early 19th century office and commercial buildings that once handled goods and business from around the world. On the



U.S. Customhouse,
Salem Maritime National Historic Site



Derby Waterfront Homes, Salem



Gardner-Pingree House, Salem

outskirts of the city's core historic area are two forts that protected Salem Harbor during the American Revolution: Fort Pickering is registered and part of a city park, while nearby Fort Lee is as yet unregistered but potentially significant. A nationally significant light station that has guided ships into Salem Harbor since before 1800 is situated on Bakers Island. Potential resource areas include numerous archeological sites which remain to be surveyed but promise to yield significant additional resources related to maritime activities. This is especially true of the Maritime Waterfront Underwater Archeological Area, which is likely to contain excellent remains of vessels, cargoes, and debris from the wharfside activities of artisans and tradesmen.

Beverly was the only port north of Boston fortified by the Continental army during the Revolution. The city's historic districts related to the maritime era have lost much of their integrity as a result of demolition and incompatible new development. However, the community still contains the Cabot House Museum, which was once the home of a wealthy privateer and now has a section illustrating the role of Beverly's privateers during the Revolution. Beverly also has the attractive Hospital Point range light, which helps guide ships through Salem Sound.

Marblehead's fine examples of Georgian and Federal houses built during the 18th and 19th centuries recall the town's ascendancy as a maritime port. The Marblehead Historic District includes several houses that were built during this period. The maritime era is interpreted at the Jeremiah Lee mansion and the King Hooper mansion, both built before the Revolution. Fort Sewall, a nationally significant site, is interpreted as an early coastal fortification that played a prominent role in protecting the harbor during the Revolution and the War of 1812.

Gloucester, recognized as the greatest fishing center in America during this period, still



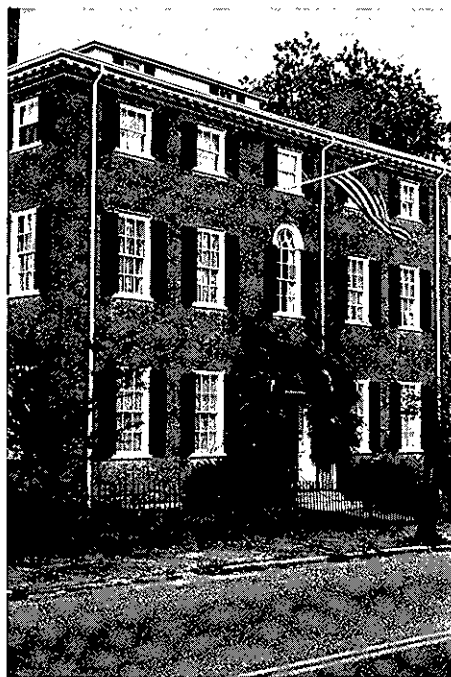
Fort Sewall, Marblehead

contains clusters of merchant and shipowner houses and commercial buildings dating from the maritime period, when Gloucester residents conducted extensive trade with the West Indies and developed a major commercial fishing fleet. Several concentrations of these buildings are contained in the Central Gloucester Historic District. Two of the houses dating from this period are open to the public. The nationally significant Fitz Hugh Lane house (the home of a well-known seascape artist) is registered separately. Many of the artists' works are displayed in the house. The town also has one of the last remaining wooden two-masted schooners, the *Adventure*, which is a proposed national historic landmark. Adjacent to the wharf where the *Adventure* will be docked are two functioning marine railways that appear to be potentially significant historic resources. Three historically significant lighthouses still guide ships into Gloucester Harbor. The more pastoral sections of Gloucester include two small-scale communities that have retained the character of quaint maritime fishing villages and merit further study as potentially important resources. Besides these historic resources, the city still contains a large and lively fishing harbor and major fish-processing industries, which could enhance visitors' understanding and appreciation of this significant fishing community.

Newburyport retains a nationally significant representation of a maritime-era community. The city has a harbor, a lighthouse, an extensive array of Federal homes once occupied by seamen, merchants, and artisans, a U.S. customhouse, and commercial architecture exemplifying the town's development as a center for maritime commerce and shipbuilding. This city was similar to Salem yet different in terms of site design, scale, and architecture. These differences expand the variety of resources related to this theme. The Cushing house, a national historic landmark, and the customhouse are interpreted.



Gloucester Harbor



Cushing House, Newburyport

Danvers and Rockport each have one significant resource for this theme: The Salem Village Historic District in Danvers contains Glen Magna, a wealthy sea captain's luxurious rural estate, whose grounds now include the relocated Derby summerhouse, a designated national historic landmark. Rockport contains the last twin lighthouses in America. Both these sites are open to the public, but maritime interpretation is minimal.

Amesbury contains a concentration of resources related to maritime-era shipbuilding, including several boat shops, a historic shipyard site now managed as a public park, and a cluster of maritime residences. Lowell Boat Shop, the oldest known boat shop in Massachusetts, is already listed on the National Register of Historic Places, and a district including it and these other sites is proposed. There is currently no interpretation in this area, but the potential for an interpretive program is excellent.

The Rocks Village Historic District of Haverhill retains several early 18th century homes in an attractive riverside setting representative of the character of an early small-scale shipbuilding community.

Essex appears to have potential to expand the story of shipbuilding. The town contains shipyards dating back to the 17th century, portions of a ropewalk and sparring pit, and a downtown that was historically centered around the shipbuilding industry. None of these resources have been registered, but they appear to be potentially significant. A shipbuilding museum is within a few blocks of the shipyards. The museum contains such historic items as tools, plans, models, and photographs and a display indicating where different materials for constructing the ships were made in the town.

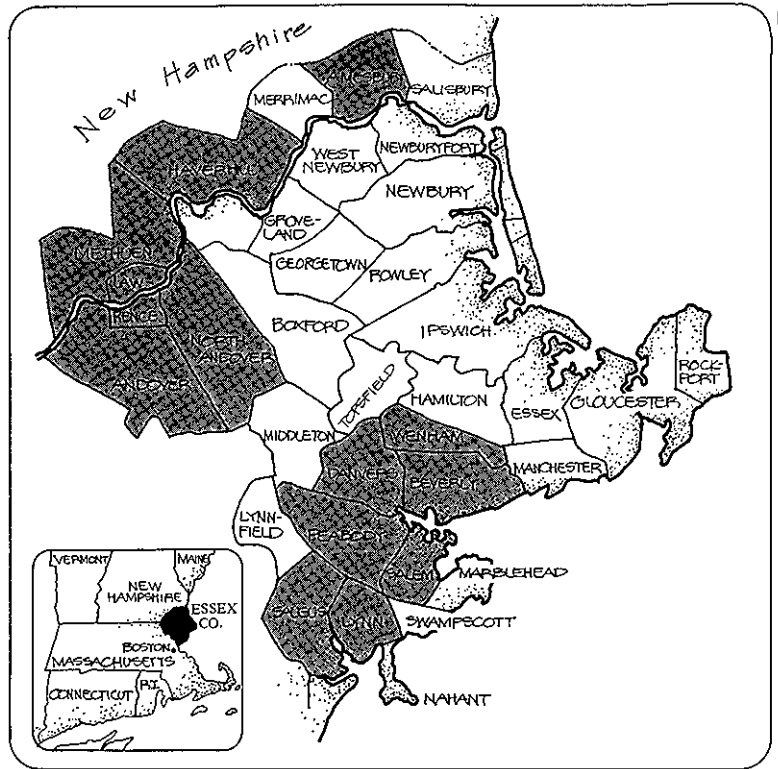


Lowell Boat Shop, Amesbury

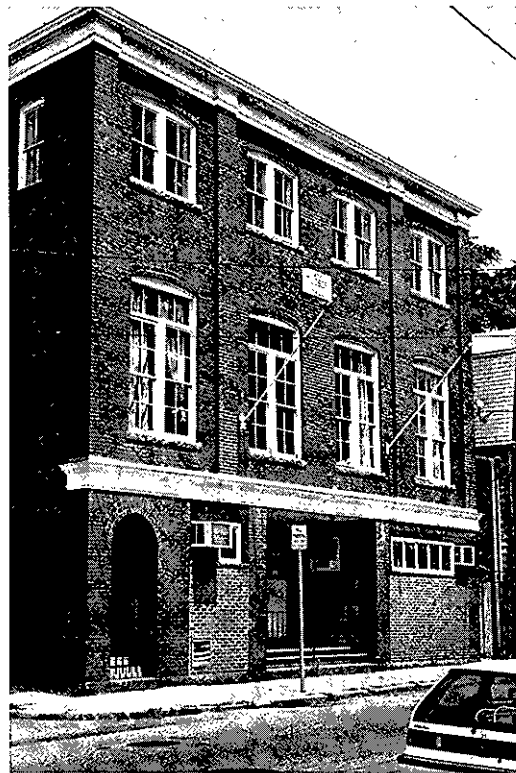
Theme 3: Textile and Leather Industries

Like Salem, many other towns within Essex County had both leather and textile industries. However, the most significant ones other than Salem focused on one industry or the other. Important textile manufacturing communities were Lawrence, Andover, North Andover, Methuen, and Amesbury, all clustered along the Merrimack River and its tributaries. Saugus also had a textile industry and retains potentially important resources that merit further study. The historically important shoe industry towns were Haverhill, Lynn, Beverly, Peabody, Danvers, and Wenham.

Salem has few registered historic properties related to its industrial heritage, even though it is clear that its leather and textile industries were extremely important to the town and the region. Salem boasted the largest cotton mill in the United States when it was built in 1847, and almost 60 leather factories were operating in the town in the 1870s. The only registered resources relating to this theme are two settlement houses and the homes of immigrant workers and factory owners in the Derby Waterfront, Salem Common, and Chestnut Street historic districts. One of the settlement houses, the Polish Club, will soon be interpreted as part of Salem Maritime National Historic Site. No textile factories, tanneries, or shoe industries are registered, and only limited research has been conducted into the resources representing Salem's industrial heritage. The Naumkeag Steam Cotton Company, the sites of other clothing and shoe factories, and additional worker housing need further study. Due to fires and urban renewal, many historic resources have been lost, making archeological sites very important potential sources of information. Some of the most significant archeological sites include Blubber Hollow, where numerous tanneries existed along the North River, and the Essex/Derby Street archeological area, where immigrant housing and commercial buildings were concentrated.



Textile and Leather Industry Resource Areas



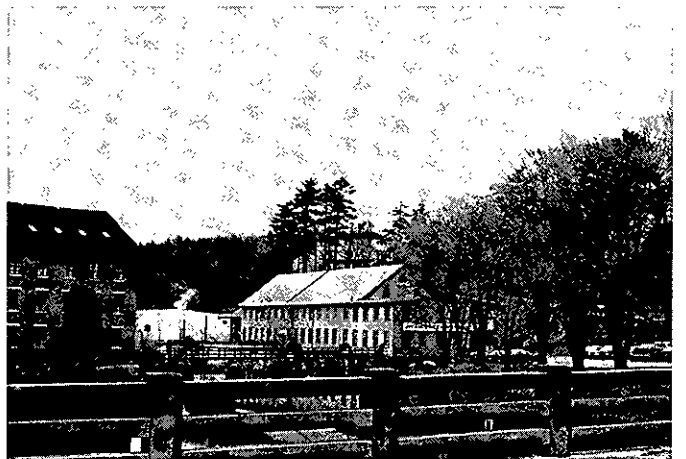
Polish Club, Salem Maritime National Historic Site

Lawrence has many nationally significant resources related to the industrial development of one of the country's most important planned textile communities. The city still retains nearly every one of its historical components, including mill complexes, machine shops, canals with locks, dams, and bridges, and housing districts for different classes of factory employees. Most of the city's nine historic districts and sites with resources important to this project are clustered, making them easy to visit. The North Canal Historic District contains a mile-long complex of 19th and early 20th century mills and related buildings showing an evolution of industrial architecture from 1845 to 1925. The Arlington Mills district encompasses another large complex of mills. The Downtown Lawrence district preserves the public and commercial buildings and the public park designed as integral parts of this planned industrial city. The American Woolen Mill Housing District contains an excellent example of special family housing. Different kinds of residential properties are represented by the working class housing in the Arlington Basswood district, the skilled craftsmen's housing in the Mechanics Block district, the individually registered rowhouses built for middle management at 24-30 Summer Street, and the higher quality homes in the Jackson Terrace district. A high-service water tower helps complete the picture of a completely planned city. Additional, unregistered mills and possibly other housing areas are also potentially important resources. Two impressive interpretive facilities, the Lawrence Heritage State Park visitor center and the Museum of American Textile History (to be relocated to Lawrence), both in the North Canal Historic District, will form an excellent central interpretive area close to many of the city's historic districts.

Andover has three historic districts and one individually listed property important to this project. The Andover Village Historic District and the Ballardvale district each contain early 19th century examples of mill complexes and



North Canal Textile Mills, Lawrence



Ballardvale, Andover

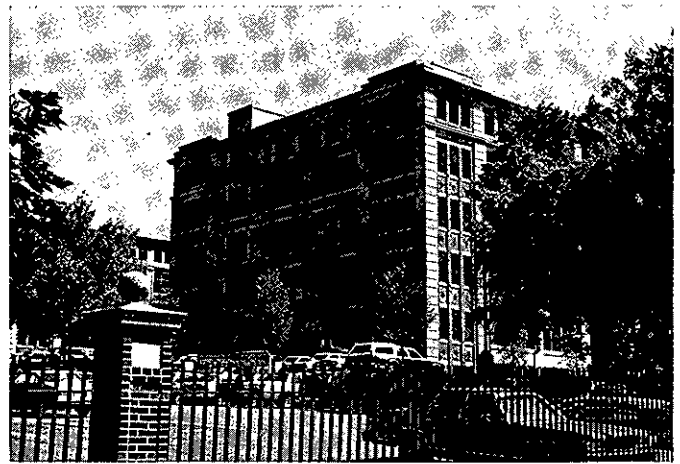
associated villages, providing visitors with an opportunity to see many of the diverse elements of the early industrial landscape consolidated in a relatively small area. A much later period is represented by the Shawsheen Village district, which encompasses attractive factory buildings, management housing, and elegant public and commercial buildings remaining from a planned upper-echelon company town built in 1918-20 for the American Woolen Company. An adjacent grand estate that once housed the town's founder is registered separately. These diverse villages near Lawrence provide an excellent picture of the evolution of the textile industry. None of the buildings is open to the public, but walking tour brochures are available for Andover Village and Ballardvale.

The Machine Shop Village of North Andover, once the largest manufacturer of its class of woolen mill machinery in the United States, retains many original elements despite some alterations. Although it is listed on the National Register of Historic Places, Machine Shop Village is not interpreted. In addition, the town contains the Museum of American Textile History, with excellent displays, tours, and programs exploring all phases of America's textile industry. Plans for the museum are to eventually relocate it to Lawrence, but it may remain in North Andover until about 1995.

Methuen has what is considered to be the best preserved textile mill complex in the lower Merrimack River valley. The complex contains the Methuen Mills, portions of which date from as early as 1826, the Methuen Mills storehouse, and the Spicket River Falls dam.

Amesbury contains the Amesbury and Salisbury Mills Village along the eastern end of the Merrimack River, dating from the early 19th century. Portions of the complex are notably smaller in scale than the later complexes and help illustrate how the industry developed. The village is interpreted through a walking tour.

The urban and architectural forms within the major shoe industry cities, Haverhill and



Shawsheen, Andover



Amesbury and Salisbury Mills, Amesbury

Lynn, are visibly different from those in the textile villages. The shoe cities were not planned communities developed by outside capitalists, like Lawrence, but rather were developed by individuals or small partnerships according to their individual desires and with limited planning. Workers were encouraged to find their own residences and were not as dependent upon company tenement housing. These factors produced towns with numerous and sometimes tight streets, a wide variety of factory sizes and types, and rental housing for the workers, which varied considerably from the totally planned textile cities with their standardized avenues and streets and complete housing communities designed for particular types of workers.

Haverhill, for a time the second largest manufacturer of women's shoes in the world, has diverse and impressive resources exemplifying nearly every period of the area's developing shoe industry. The Washington Street Historic District documents the evolution of the town's shoe industry from small central shops built in the 1850s to large factories constructed in 1919. Potential resources include tanneries and housing for workers and owners. Taken together these resources can clearly show the historic site planning and urban design of an evolving shoe city. The city's resources chronicle a rich history and have strong interpretive potential, but none are currently interpreted on site. The Haverhill Historical Society museum, several miles away from the district, includes a 10-foot shoe shop and shoe displays among its exhibits.

Lynn, for a time the largest manufacturing center in the world for women's shoes and an important center for the invention and manufacture of shoe machinery in the late 19th and 20th centuries, has numerous resources that illustrate the development of the leather industry. A devastating fire in 1981 destroyed many shoe-related resources, decreasing the city's interpretive value. Registered properties include three large-scale factory buildings constructed after 1890 (the Vamp, Tapley, and Lynn Realty Company buildings) and a group of factories and



Central Shoe Shops, Haverhill

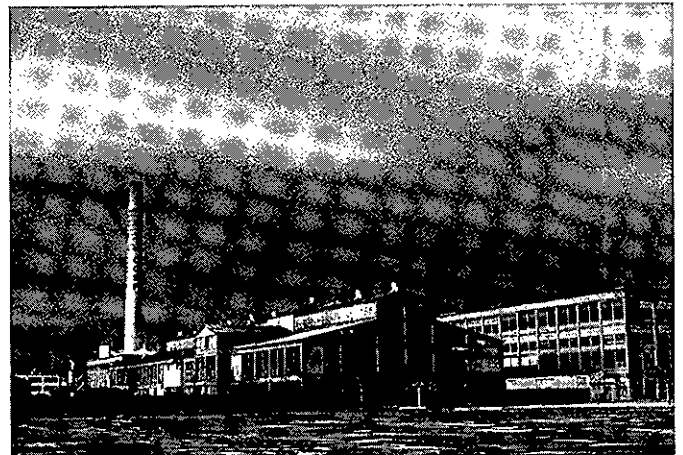
commercial buildings in the Central Square Historic District. The town also has 10-foot shoe shops, central shops, worker housing, and homes of wealthy owners that warrant additional study. None of the resources is interpreted, but a heritage state park with a visitor center, which is planned to open within a year, will interpret Lynn's shoe industry through its many periods of development.

An understanding of an earlier period of the shoe industry, when farmers built small shoe shops or added ells onto their homes, can be gained at Wenham and Danvers. The Wenham Historic District contains two small one-room shoe shops situated on the grounds of a first-period home museum, in a rural setting similar to their historical locations. One is the small shop where the founder of the United Shoe Machinery Company learned the rudiments of shoe making. Danvers contains numerous examples of small factories and houses with long shoe shop extensions on the back or side in the Salem Village Historic District. Interpretation is minimal, with only individual house signs showing dates and professions of original owners.

Beverly and Peabody contain potentially significant shoe industry resources. Beverly has the United Shoe Machinery factory, which was the major producer of shoe-making equipment in the world in the early 1900s, and a corporation clubhouse built for factory workers. The factory should be studied for possible listing on the National Register of Historic Places. The clubhouse, which is a registered property, received a relatively low rating for the Salem Project only because of its isolation from other registered properties. If it could be interpreted in conjunction with the United Shoe Machinery factory, these resources could contribute significantly to the story of America's leather industry. Peabody has several historic tanneries, two of which are still operating. Exhibits in the George Peabody House Civic Center interpret the city's tannery industry and the tanning process.



Rural 10-Foot Shoe Shop, Wenham

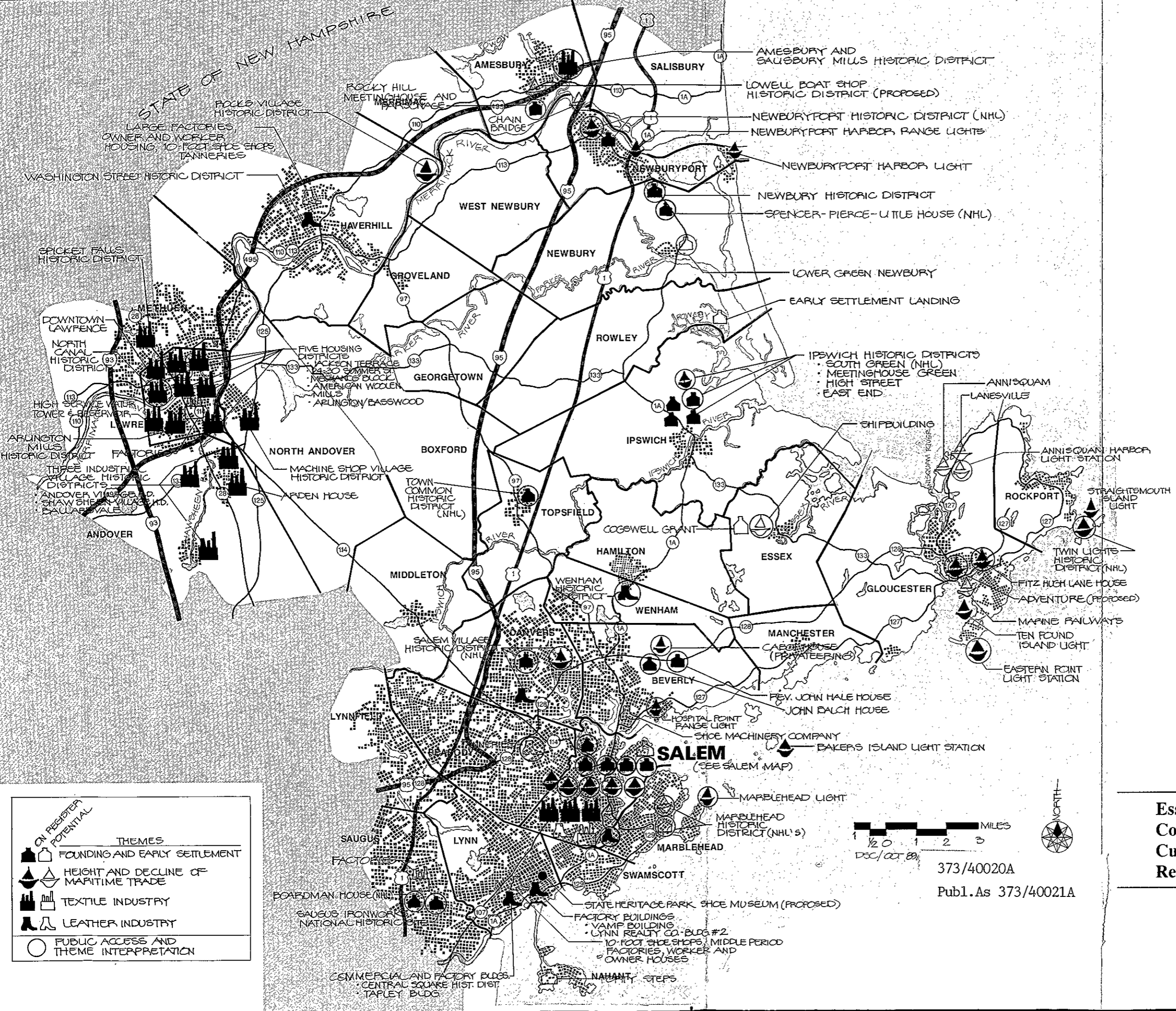


United Shoe Machinery Factory, Beverly



Tannery, Peabody

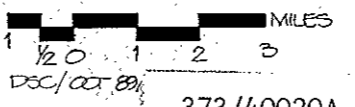
STATE OF NEW HAMPSHIRE



ON REVEALER POTENTIAL

THEMES

- FOUNDING AND EARLY SETTLEMENT
- HEIGHT AND DECLINE OF MARITIME TRADE
- TEXTILE INDUSTRY
- LEATHER INDUSTRY
- PUBLIC ACCESS AND THEME INTERPRETATION



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Essex
County
Cultural
Resources

ON MICROFILM

RESOURCE SIGNIFICANCE

All the resources determined to be important to the Salem Project enhance the story of America's early settlement, maritime era, and textile and leather industries and are necessary if a comprehensive interpretive story relating these themes is to be told out of Salem Maritime National Historic Site. Many of the Salem Project resources have been determined to be nationally significant, meaning they are among the best in the nation for interpreting this story.

The level of significance of the individual districts or structures is shown in table 2. The districts have received a single significance rating even though they may contain hundreds or even thousands of structures. The ratings shown in the table generally were taken from the forms nominating the properties to the National Register of Historic Places. In the case of some properties, however, the planners for the Salem Project and the Massachusetts Historical Commission concur that the significance level may have been underestimated and that additional study is warranted to reevaluate their significance. In these cases the current designation is listed and the opinion of the preservation planning director of the Massachusetts Historical Commission is included in parentheses. (The correspondence from the Massachusetts Historical Commission is included in appendix E.)

Based on the preservation planning director's opinion, 23 of the important resource districts are nationally significant, 19 have state significance, and 9 are locally significant. The Salem Project has at least one nationally significant district representing each theme. The theme of founding and early settlement is well represented by six nationally significant districts in Salem as well as one in Danvers, four in Ipswich, one in Marblehead, two in Newbury, one in Newburyport, and one in Saugus. The combination of these nationally significant historic districts and sites provides

an excellent diversity of resources for interpreting this theme.

The theme of America's maritime era is extremely well represented by seven nationally significant historic districts in Salem, one in Danvers, two in Gloucester, one in Marblehead, one in Newburyport, and one in Rockport. Combined, this wide diversity of resources can tell the majority of the maritime story.

The textile industry is represented by a smaller number of nationally significant districts, but two of these districts, both in Lawrence, contain an enormous quantity of diverse resources that can tell much of the textile story. In addition, three of the nationally significant districts in Salem contain examples of the residential neighborhoods of textile factory owners and workers.

Only one nationally significant district in the county, in Haverhill, is related to the leather industry. However, as with the textile districts of Lawrence, the leather district of Haverhill encompasses a large number of diverse resources that could tell many elements of the leather industry story.

These nationally significant districts are supplemented by a number of state and locally significant districts that fill gaps in the story of America's early settlement, maritime era, and textile and leather industries, making them extremely important to the Salem Project.

RESOURCE PROTECTION

The status of cultural resource protection and preservation varies throughout Essex County by resource type and by community. Salem's resources exemplifying early settlement and the maritime era are well inventoried and preserved. However, the city's resources exemplifying the themes of leather and textile industries are not, even though those

industries significantly influenced the course of Salem's socioeconomic and cultural development during much of the 19th and 20th centuries. Many of the city's industrial resources have not been inventoried or analyzed for possible listing on the National Register of Historic Places, and some are being altered or demolished.

Some of the other communities in Essex County have inventoried and registered many of their historic resources, while still others, such as Gloucester and Haverhill, have done less. Throughout the county, potentially significant yet unregistered resources exist for all the themes, indicating that additional attention to these resources is warranted.

Properties listed on national, state, or local historic registers are provided a degree of protection in certain cases; however, most properties that are not managed by federal, state, local, or private preservation organizations remain threatened. Projects with a potential to affect properties on or eligible for the National Register of Historic Places must be reviewed in compliance with section 106 of the National Historic Preservation Act as a prerequisite to receiving federal funds. However, since this review is required only for federally funded projects, the vast majority of the properties within the county are not affected by this law, even if they are listed on the register. The state expands upon the protection afforded to cultural resources by requiring review by the Massachusetts Historical Commission of any state-funded projects that might affect properties on any local, state, or national register. This state review requirement protects many more properties than the section 106 requirement, but it still does not cover privately funded projects, which is what would affect most of the structures. The Massachusetts Historical Commission is currently conducting a reconnaissance survey of Essex County to understand each community's history and historic resources and to provide countywide management recommendations. This study is

incomplete and will continue into the next year, but ultimately will provide a positive direction for preservation planning.

Local review districts impose restrictions on private properties. However, even local review districts with quality design review processes cannot always ensure the long-term preservation of resources, since their focus and effectiveness can change with changing political conditions. Therefore, the protection afforded to resources in private ownership, with the exceptions of those owned by private preservation organizations and those protected through legal interests such as preservation easements, must be assumed to be limited. Most of the resources important to the Salem Project that are owned by preservation organizations are open to the public and are listed in table 3.

OWNERSHIP

Most of the areas identified as important to the Salem Project are districts encompassing entire sections of communities with diverse land use patterns. The vast majority of the individual structures are privately owned and not open to the public. The managers of the Salem Project must be sensitive to the rights and preferences of individual property owners and to the desires of residents to ensure that their quality of life is not reduced by visitor use or interpretation. They must also seek ways of preserving and interpreting resources while leaving them in their existing ownership.

INTERPRETED RESOURCES

Parts of the stories of America's early settlement, maritime era, and leather and textile industries are currently told in many of the historic buildings and museums throughout Essex County. Numerous excellent resources representative of early settlement and the height and decline of the maritime era are interpreted. The textile industry is

interpreted through several outstanding resources, and the leather industry, which is the least well interpreted of all the Salem Project themes, is currently represented by several small-scale programs. Some additional interpretation is needed for all of these themes, but particularly for the leather and textile industries, which are represented by excellent but as yet uninterpreted resources in Salem, Haverhill, and historic villages around Lawrence.

Furthermore, these interpretive programs need to be integrated. A few of the museums, such as the Peabody Museum of Salem and the Museum of American Textile History, have broad national perspectives, but most are focused locally. Typically the existing interpretive programs provide an excellent picture of an individual structure or family, but generally they do not put that image into its historical perspective. The potential exists to interrelate the programs of the existing museums, preservation organizations, and communities into a single comprehensive story that describes a sequence of events centered around Salem that profoundly influenced America's early settlement, her emergence as a maritime nation, and her industrial development.

Table 3 is a list of cultural resources with interpretation related to the Salem Project themes. The list includes sites with minor facilities (such as an interpretive sign) and structures open to the public only by appointment, as well as sites with daily tours and major museums. These resources can establish the basis for the interpretation of the Salem Project story.

REPRESENTATION OF NATIONAL PARK SYSTEM THEMES

The Salem Project resources represent a number of national themes identified in *History and Prehistory in the National Park System and the National Historic Landmarks*

Program, 1987. A brief survey was conducted to determine where national park system resources comprehensively represent those themes and where gaps exist that the Salem Project resources could help fill. The study was conceptual in nature and dealt almost exclusively with historic districts, many containing hundreds and even thousands of contributing structures. Consequently, more information would be needed to evaluate a particular resource for possible inclusion in the national park system.

The national park system themes represented by the Salem Project resources are listed below:

- II. European Colonial Exploration and Settlement
 - C. English Exploration and Settlement
 - 2. Settlement of New England
- III. Development of the English Colonies, 1688-1763
 - A. Physical Development
 - 1. Growth of Urban Areas and Previous Settlements
 - D. Social and Economic Affairs
 - 1. Intellectual and Religious Affairs
 - 2. Economic Affairs and Ways of Life
- IV. The American Revolution
 - F. The Naval War
- XII. Business
 - A. Extractive or Mining Industries
 - 1. Iron and Ferro Alloys
 - B. Manufacturing Organizations
 - 5. Thread and Needle Industries
 - 9. Other: Leather Industry
 - D. Trade
 - 1. Export-Import
- XIV. Transportation
 - B. Ships, Boats, Lighthouses, and Other Structures
- XVI. Architecture
 - A. Colonial (1600-1730)
 - B. Georgian (1730-1820)
 - C. Federal (1780-1820)
 - D. Greek Revival (1820-1840)
- XVIII. Technology (Engineering and Invention)
 - G. Industrial Production Processes
- XXX. American Ways of Life
 - C. Industrial Towns
 - E. Ethnic Communities (including Immigration)
 - J. Occupational and Economic Classes

Existing units of the national park system leave large gaps related to European colonial exploration and settlement and development

of the English colonies. The existing park areas tend to focus on the natural environment, a particular person, a special religious structure, or colonial society in the South. The Salem Project resources could help fill the gaps related to the settlement of New England with some of the best preserved early settlement resources in the nation. All of the following Salem Project resources are either designated as being nationally significant or are presumed to be:

- a remarkably unaltered fishing village with more than 250 diverse structures dating from before the American Revolution
- the largest concentration of first-period homes in America
- first-period farm complexes
- buildings and sites representing the 1692 witchcraft story
- a pre-Revolution New England common surrounded by early settlement structures

Salem Maritime National Historic Site is the only site representing the themes of the naval aspects of the American Revolution and the export-import trade. The site's resources begin to tell the story of privateering, Far East Trade, and industrial era export and import; however, they also leave numerous gaps. Salem Project resources that would be most valuable in filling those gaps include the following nationally significant properties:

- three privateering era earthen forts (two of which are nationally significant)
- entire residential neighborhoods where artisans and shipbuilders lived
- entire residential neighborhoods of wealthy merchants and sea captains
- maritime business and institutional centers
- maritime paintings and the painter's home
- major fishing centers
- the last twin lighthouses in America
- one of the last wooden two-masted schooners

The history of the textile industry is represented by two units in the national park system. Those areas tell much of the story of America's first planned industrial corporate city and of the contrasting Rhode Island system of textile manufacturing accomplished in small-scale textile villages owned by independent entrepreneurs. The two units' resources express much of the ethnicity, religion, transportation, and urban makeup of quite different kinds of textile communities. However, there are gaps in America's textile story that could be filled by the following Salem Project textile resources:

- a nationally significant textile city retaining excellent resources illustrating a later stage of corporate development than Lowell
- an exceptional number of different types of industrial housing ranging from large tenement complexes to wealthy corporate owner estates
- a highly planned upper-echelon corporate community
- a rural textile community operated by an independent entrepreneur, and the best preserved mill complex in the Merrimack valley

The theme of the leather industry is not represented in the national park system. The Salem Project could help fill this gap with potentially nationally significant resources that comprehensively illustrate the evolution of the leather industry, including

- small-scale farmer shoe shops and factories
- middle-period to late-period factories
- large-scale shoe machinery factories
- residential areas for workers and factory owners
- tanneries (potential Salem Project resources)

All of these resources could complement, rather than repeat, what is already interpreted in the national park system and would greatly

enhance the story of America's early settlement, development as a maritime nation, and industrialization. Additional analysis regarding the representation of national park system themes is included in appendix F.

Table 1: Cultural Resources Important to the Salem Project

**Theme 1: Founding and Early Settlement,
1626-1775**

Salem

Chestnut Street Historic District
Derby Waterfront Historic District
Downtown Salem Historic District
Gedney and Cox houses
Salem Common Historic District
Potential historic and archeological resources:
Pioneer Village, Gallows Hill, shipbuilding
area, first-period homes, original settlement site,
fishing village site

Amesbury

Rocky Hill Meetinghouse and parsonage

Beverly

John Balch house
Rev. John Hale house

Danvers

Salem Village Historic District

Essex

Potential historic resources: Cogswell's Grant

Ipswich

East End Historic District
High Street Historic District
Meetinghouse Green Historic District
South Green Historic District

Marblehead

Marblehead Historic District

Nahant

Potential historic resources: Forty Steps

Newbury

Newbury Historic District
Spencer-Pierce-Little house
Potential historic resources: old landing site
(Lower Green)

Newburyport

Newburyport Historic District

Rowley

Potential historic resources: early landing site

Saugus

Boardman house
Saugus Iron Works National Historic Site

Topsfield

Topsfield Town Common District

**Theme 2: Height and Decline of the Maritime
Era, 1775-1900**

Salem

Bakers Island light station
Chestnut Street Historic District
Derby Waterfront Historic District
Downtown Salem Historic District
Fort Pickering
Salem Common Historic District
Potential archeological resources: Fort Lee, diverse
urban sites, underwater resources

Amesbury

Lowell Boat Shop Historic District (proposed)

Beverly

John Cabot house
Hospital Point range light

Danvers

Salem Village Historic District

Essex

Potential historic resources: shipbuilding center

Gloucester

Annisquam Harbor light station
The Adventure
Central Gloucester Historic District
Eastern Point light station
Fitz Hugh Lane house
Ten Pound Island Light
Potential historic resources: maritime villages and
marine railways

Haverhill

Rocks Village Historic District

Ipswich

South Green Historic District

Marblehead

Marblehead Historic District
Marblehead Light

Newburyport

Newburyport Harbor Light
Newburyport Harbor range lights
Newburyport Historic District
Potential historic resources: chain bridge

Rockport

Twin Lights
Straightsmouth Light

**Theme 3: Textile and Leather Industries,
1830-1940****Salem (Textiles and Leather)**

Chestnut Street Historic District
Derby Waterfront Historic District
Salem Common Historic District
Potential archeological and historic resources:
tannery sites, textile mills, immigrant
neighborhoods, diverse urban sites

Amesbury (Textiles)

Amesbury and Salisbury Mills Village Historic
District

Andover (Textiles)

Andover Village Historic District
Arden
Ballardvale
Shawsheen Village Historic District

Lawrence (Textiles)

American Woolen Mill Housing District
Arlington Basswood Historic District
Arlington Mills Historic District
Downtown Lawrence Historic District
High-service water tower and reservoir
Jackson Terrace Historic District
Mechanics Block Historic District
North Canal Historic District
24-30 Summer Street
Potential historic resources: textile mills

Methuen (Textiles)

Spicket Falls Historic District

North Andover (Textiles)

Machine Shop Village

Saugus (Textiles)

Potential historic resources: textile mills

Beverly (Leather)

Potential historic resources: United Shoe
Machinery Corporation factory and clubhouse

Danvers (Leather)

Salem Village Historic District

Haverhill (Leather)

Washington Street Historic District
Potential historic resources: tanneries, factory
worker and owner housing areas

Lynn (Leather)

Central Square Historic District
Lynn Realty Company Building #2
Tapley Building
Vamp Building
Potential historic resources: shoe shops and
worker and owner housing

Peabody (Leather)

Potential historic resources: tannery resources

Wenham (Leather)

Wenham Historic District

Table 2: Significance and Theme Representation of Salem Project Cultural Resources

Resource	Significance*	Represents Theme		
		1	2	3
Salem				
Bakers Island Light Station	National		X	
Chestnut Street Historic District	National (NHLs)	X	X	X
Derby Waterfront Historic District	National	X	X	X
Salem Maritime National Historic Site	National (NHS)	X	X	X
House of Seven Gables Historic District	National	X	X	X
Downtown Salem Historic District	State	X	X	
Peabody Museum of Salem	National (NHL)	X	X	
Charter Street Historic District	Local	X		
Fort Pickering	National		X	
Gedney and Cox houses	National	X		
Salem Common Historic District	State	X	X	X
Essex Institute Historic District	National (NHLs)	X	X	X
<i>Potential Resources:</i>				
Blubber Hollow archeological area		X		X
Essex/Derby Street archeological area		X	X	X
Fort Lee			X	
Gallows Hill		X		
Maritime waterfront underwater archeological area		X	X	X
McIntire Historic District (excluding Chestnut St.)	Local			X
Naumkeag Steam Cotton Company mills				X
Old Planters' settlement archeological area		X		
Pioneer Village			X	
The Point area				X
Russian Orthodox Church neighborhood				X
Salem Willows archeological area			X	
John Ward house archeological site		X		
Winter Island archeological area		X	X	
Amesbury				
Amesbury and Salisbury Mills Village Historic District	Local (State)			X
Lowell Boat Shop Historic District (nominated)	(State)		X	
Rocky Hill Meetinghouse and parsonage	State	X		
Andover				
Andover Village Historic District	State			X
Arden	State			X
Ballardvale	Local			X
Shawsheen Village Historic District	State			X
Beverly				
John Balch house	National	X		
John Cabot house	Local		X	
Rev. John Hale house	State	X		
Hospital Point range light	National		X	
<i>Potential Resources:</i>				
United Shoe Machinery Corporation factory and clubhouse				X
Danvers				
Salem Village Historic District	National (NHL)	X	X	X
Essex				
<i>Potential Resources:</i>				
Cogswell Grant			X	
Shipbuilding centers			X	
Gloucester				
The <i>Adventure</i> (nominated)	National (NHL)		X	
Annisquam Harbor light station	National		X	
Central Gloucester Historic District	Local (State)		X	
Eastern Point light station	State		X	
Fitz Hugh Lane house	National		X	
Ten Pound Island Light	State		X	
<i>Potential Resources:</i>				
Annisquam			X	
Lanesville			X	
Marine railway areas			X	
Haverhill				
Rocks Village Historic District	Local (State)		X	
Washington Street Historic District	Local (National)			X
<i>Potential Resources:</i>				
Tanneries, factory worker and owner housing areas				X
Ipswich				
East End Historic District	National	X		
High Street Historic District	National	X		
Meetinghouse Green Historic District	National	X		
South Green Historic District	National (NHL)	X	X	

Resource	Significance*	Represents Theme		
		1	2	3
Lawrence				
American Woolen Mill Housing District	Local (State)			X
Arlington Basswood Historic District	Local (State)			X
Arlington Mills Historic District	State			X
Downtown Lawrence Historic District	National			X
High-service water tower and reservoir	Local			X
Jackson Terrace Historic District	State			X
Mechanics Block	Local (State)			X
North Canal Historic District	National			X
24-30 Summer Street	Local			X
<i>Potential Resources:</i>				
Wood and Ayer mills and others				X
Lynn				
Central Square Historic District	Local			X
Lynn Realty Company Building #2	State			X
Tapley Building	State			X
Vamp Building	State			X
<i>Potential Resources:</i>				
10-foot and central shoe shops, worker and owner housing				X
Marblehead				
Marblehead Historic District	National (NHL)	X	X	
Marblehead Light	State		X	
Methuen				
Spicket Falls Historic District	Local			X
Nahant				
<i>Potential Resources:</i>				
Forty Steps		X		
Newbury				
Newbury Historic District (Upper Green)	National	X		
Spencer-Pierce-Little house	National (NHL)	X		
<i>Potential Resources:</i>				
Old landing site (Lower Green)		X		
Newburyport				
Newburyport Harbor Light	State		X	
Newburyport Harbor range lights	State		X	
Newburyport Historic District	National	X	X	
<i>Potential Resources:</i>				
Chain bridge			X	
North Andover				
Machine Shop Village	Local			X
Peabody				
<i>Potential Resources:</i>				
Tanneries				X
Rockport				
Twin Lights	National (NHL)		X	
Straightsmouth Light	State		X	
Rowley				
<i>Potential Resources:</i>				
Warehouse Landing area		X		
Saugus				
Boardman house	National (NHL)	X		
Saugus Iron Works National Historic Site	National (NHS)	X		
<i>Potential Resources:</i>				
Mills adjacent to Saugus Iron Works				X
Topsfield				
Topsfield Town Common District	Local (NHL)	X		
Wenham				
Wenham Historic District	State			X

*First rating reflects information on National Register forms; second rating (in parentheses) denotes Massachusetts Historical Commission suggestion. NHL indicates that a national historic landmark is included in the district. NHS indicates that the property is a national historic site (unit of the national park system).

Table 3: Interpreted Resources

**Theme 1: Founding and Early Settlement,
1626-1775**

Salem

Derby Waterfront Historic District
Salem Maritime National Historic Site
Derby Wharf
Derby house (scheduled tours)
Narbonne house (by appointment)
House of Seven Gables
Hawthorne birthplace
House of Seven Gables
Turner house
Hathaway house
Retire Becket house

Chestnut Street Historic District

Witch House Museum
Pickering house (by appointment)
Ropes mansion (some 18th century
interpretation)

Downtown Salem Historic District

Charter Street Cemetery (sign)
Peabody Museum
Witch Dungeon

Gedney house

Salem Common Historic District

Essex Institute
Crowninshield-Bentley house
John Ward house
Quaker meetinghouse
Salem Witch Museum

Pioneer Village

Amesbury

Rocky Hill Meetinghouse and Parsonage (by
appointment)

Beverly

John Balch house
Rev. John Hale house

Danvers

Salem Village Historic District
Rebecca Nurse homestead
Samuel Holten house
Samuel Parris house and church sites (signs)

Ipswich

South Green Historic District
John Whipple house

Marblehead

Marblehead Historic District
Burial Hill (sign)
King Hooper mansion
Jeremiah Lee mansion
Old town hall
Saint Michael's Church

Newbury

Newbury Historic District
Tristram Coffin house
Swett-Ilsley house (by appointment)
Spencer-Pierce-Little house
Potential resource: Dole-Little house (by
appointment)

Saugus

Boardman house (by appointment)
Saugus Iron Works National Historic Site

**Theme 2: Height and Decline of the Maritime
Era, 1775-1900**

Salem

Bakers Island light station (by appointment)
Derby Waterfront Historic District
Salem Maritime National Historic Site
Derby Wharf
Derby Wharf Light (by appointment)
U.S. customhouse
Warehouse
West India Goods Store
House of Seven Gables Historic District
Doret house
Phippen house
Countinghouse

Chestnut Street Historic District

Pierce-Nichols house (by appointment)
Ropes mansion
Hamilton Hall (for functions)
Assembly house (for functions)

Downtown Salem Historic District

Peabody Museum of Salem

Salem Common Historic District

Essex Institute
Gardner-Pingree house

Beverly

Cabot house
Hospital Point range light (annual tour)

Danvers

Salem Village Historic District
Glen Magna

Essex

Essex Shipbuilding Museum

Gloucester

Annisquam Harbor light station
Eastern Point light station
Fitz Hugh Lane house
The Adventure
Central Gloucester Historic District
Sargent-Murray-Gilman-Hough house
Capt. Elias Davis house

Haverhill

Rocks Village Historic District
Hand Tub House

Ipswich

South Green Historic District
John Heard house

Marblehead

Marblehead Historic District
Abbott Hall (maritime exhibit)
Fort Sewall
King Hooper mansion (maritime exhibit)
Jeremiah Lee mansion (maritime exhibit)

Newburyport

Newburyport Historic District
Cushing house
U.S. customhouse

Rockport

Twin Lights

**Theme 3: Textile and Leather Industries,
1830-1940****Salem**

Salem Common Historic District
Essex Institute
10-foot shoe shops
Derby Waterfront Historic District
Salem Maritime National Historic Site
Polish Club (proposed interpretation)

Amesbury (Textiles)

Amesbury and Salisbury Mills Village Historic
District (walking tour)

Lawrence (Textiles)

North Canal Historic District
Heritage state park visitor center
Museum of American Textile History
(proposed, now in North Andover)

Lynn (Leather)

Heritage state park visitor center near important
resources (proposed)

Peabody (Leather)

George Peabody House Civic Center

Wenham (Leather)

Wenham Historic District
10-foot shoe shops at Calfin Richards house

NATURAL AND SCENIC RESOURCES



The fact that natural resources had a direct and profound effect on settlement patterns in Essex County is a difficult concept to convey when the resources have changed so drastically

from what they were during the historic periods. Nevertheless, this concept is important if visitors are to understand the area's history. Advantage should be taken of existing opportunities to introduce visitors to the natural, as well as the cultural, aspects of the region's history and to interpret how natural resources related to the themes of early settlement, the maritime era, and the textile and leather industries. What remains of the historic landscape is valuable not only for its ecological and historical values, but also for its scenic beauty. Protecting the remaining scenic beauty will play an important role in the future desirability of the area as a place for tourists to visit. Major natural and scenic resource areas are summarized in table 4 at the end of this chapter.

LANDSCAPE CHARACTER

Salem

When the first Europeans arrived, the area that is now Salem was a rocky, scenic coastline indented with small bays, coves, harbors, salt marshes, tidal flats, and river estuaries. The land was mostly forested, with swamps and wetlands interspersed. Two rivers drained the peninsula. Fish, timber, wildlife, and salt marsh hay were plentiful. Over the centuries much of the original coastline, the South and North rivers, and most of the historic salt marshes and meadows have been filled in and developed. For example, a channelized boat slip is all that remains of the South River, which originally flowed through Salem, forming Mill Pond and a larger water body along Jefferson Avenue, before emptying into Salem Harbor. Another factor

that has considerably changed Salem's natural landscape has been the loss of the old-growth forest. According to the city's master plan, most of Salem's old-growth vegetation has been destroyed or modified, much of it before the 20th century as a result of farmland clearing and timber harvests, and the remainder during the Great Fire of 1914.

Over time Salem's cultural development has resulted in a diverse mix of historic and modern structures blended together in a setting that retains little of its original natural character. The first buildings in Salem were constructed along the North River, but the center of development shifted to the southern shore of the peninsula, where about 200 buildings clustered by 1650. The South River formed a tidal basin and harbor approximately where Riley Plaza is now located, and shipyards and wharves lined Front Street – the natural water line in the area. By 1700 at least twelve wharves stretched east-west along the South River. The population was concentrated east of Summer and North streets, stretching toward the common and out onto the Neck. In the mid 1700s wealthy merchants began moving back toward what is now the downtown area, where they built larger and more elegant homes, leaving the waterfront and its environs to lesser merchants and artisans. By about 1800, the basin of the North River was filled in for tannery development, and over the course of the 19th century tanneries, shoe factories, and textile factories became an increasingly important part of the Salem landscape. Urban redevelopment accompanied the shift of Salem's economic base from a maritime to an industrial city. For example, in 1839 the Naumkeag cotton mill was built on the site of former shipyards. The Salem waterfront was totally transformed by filling in and channelizing water areas such as Mill Pond and the North and South rivers to provide new land for factories and immigrant worker housing. Commercial and retail growth resulted in the 1880s and 1890s in the construction of fashionable and substantial



- LANDSCAPE DISTRICTS**
- HISTORIC DOWNTOWN
 - ATTRACTIVE PUBLIC WATERFRONT
 - LOW-VISIBILITY PARK AND OPEN SPACE
 - ATTRACTIVE DEVELOPED CORRIDOR
 - UNATTRACTIVE DEVELOPED CORRIDOR
 - UNATTRACTIVE INDUSTRIALIZED WATERFRONT
 - LOW-VISIBILITY MIXED USE AREA
 - PUBLIC PARK BOUNDARY

- SHORELINE DISTRICTS**
- INACTIVE SHALLOW TIDAL MUDFLAT
 - ATTRACTIVE RIVER, LAKE, MARSH
- MAJOR VISUAL LANDMARKS**
- ATTRACTIVE PEDESTRIAN MALL
 - LARGE SCALE STRUCTURE/HOLDING TANK
 - PARKING

- GATEWAYS**
- ENTRY FOCAL POINT
 - GATEWAY
- MAJOR TRANSPORTATION LINKAGES**
- MAJOR ROAD
 - RAILROAD
 - TRAIL

**Salem
Landscape
Character**

ON MICROFILM

new masonry blocks along Washington and Essex streets that define much of Salem's architectural character today. The devastating fire of 1914 razed 1,600 buildings, precipitating another major period of urban redevelopment. Luckily, this fire missed many of the prime historic resources in and around downtown.

The landscape visible today is diverse, mixing areas that are highly scenic and distinctive in character with others that are unsightly and detract from the city's overall impression. For example, the city core retains a dense cluster of historic buildings and the sensitively designed Museum Place pedestrian mall, which together present a unified and carefully maintained image of a historic city that is attractive and interesting to visitors. However, the mall is lifeless and dull during a number of months of the year, especially in the evenings. Also, a portion of the harbor, once a lively part of this maritime community, today is edged by an enormous regional power plant with oil storage facilities and a wastewater treatment plant, which clearly dominate many views.

The access routes into Salem tend to be poorly defined and provide little sense of entering a major cultural attraction. Most of the access roads are lined with contemporary mixed-use strip development that is unattractive to visitors. Views of the coastline are limited. Visitors may sense that water is near, but most often they cannot see it. With most of the coastline developed and the main roads tending to be back from the shore, visitors have few opportunities to get to the harbor. This makes the few public coastline parks especially important resources: It is from these areas that visitors can sense the harbor, the boats, the fishing activity, and other elements of the seafaring city they have come to experience. With its harbors and 18 miles of coastal waters, Salem has good potential for sailing, harbor pleasure tours, and fishing.

One of the most pristine and ecologically important areas remaining in Salem is the Forest River Conservation Area. This highly productive and relatively clean area of wetlands, dense forests, an estuary, and tidal coves provides groundwater collection, wildlife habitat, and flood protection and offers people a sense of open space and naturalness near the middle of the city. Wooded swamps extend along the Forest River's tributaries, edging Strongwater Brook west of Highland Avenue and Thompsons Meadow. The main tracks of the MBTA line from Salem to Boston pass through portions of the conservation area, so the area creates a scenic view for mass transit users, as well as for hikers.

Other natural or seminatural areas in Salem include Great Misery and Little Misery islands in Salem Harbor, Salem Willows, Winter Island, Forest River Park (a separate unit from the conservation area), and smaller city parks like the historic Salem Commons, Ledge Hill, and Gallows Hill. The Misery Islands, about a half mile offshore from the Salem/Beverly area, are owned by the Trustees of Reservations and receive over 12,000 visitors per year. Rolling fields, pines, and superb harbor views greet visitors to the islands. At Forest River Park people can enjoy excellent views of the harbor and enjoy other natural and cultural resource attractions. Winter Island has good coastal views, picnic areas, a boat-launching area, and undeveloped historical resources. Winter Island is one of the few places in Salem where people can look across and strongly sense the harbor and coast of the city. Nearby at Salem Willows, tree-lined grassy picnic areas and coastline paths invite people to spend time in a pleasant outdoor setting.

Essex County

Essex County encompasses a vast array of landscapes. Its 100-mile shoreline is typical of drowned coastline with many harbors, coves,

rocky shore areas, sandy beaches, barrier islands, and salt marshes. Protected harbors are found at Newburyport, Gloucester, Manchester, Salem, Beverly, and Marblehead. The interior of the county has a wealth of wetlands, forests, rocky fields, and steep-sided knobs of bedrock. Onto this natural landscape the county's residents have overlaid quaint fishing villages, small farms, marine centers, large industrial cities, and residential and commercial strip development. From the county's southern boundary at Saugus and Lynn, urbanization continues north through Swampscott, Lynnfield, Peabody, Danvers, Salem, and Beverly. Within this urban sector industrial cities are interspersed with quaint towns and marine centers. The next largest urbanized area is the Merrimack River valley, where, the industrial cities of Lawrence, Haverhill, and Methuen still contain the historic scale and industrial intensity of the late 19th century. Outside these urban corridors, only pockets of urbanization occur, such as the marine centers of Gloucester and Newburyport, while the majority of the interior remains rural in character.

Three broad descriptive categories have been used to inventory the county's major natural landscape features: the coastal zone, with its rocky coastline and salt marsh, the river systems, and mixed forest/freshwater wetlands. The coastline of Essex County, otherwise known as the North Shore in Massachusetts, is scenic, diverse, and important to the state's ecological and economic health. The county's shorelines contain exceptionally rich estuaries and marine environments that support a variety of fisheries, seabirds, and waterfowl. From the long sandy beaches and extensive salt marshes at the county's northeast corner near Salisbury, the coastline continues down along the estuaries of the Merrimack, Parker, Ipswich, and other rivers to the rocky shores of Cape Ann and Gloucester and on to the busy urban harbors of Beverly, Salem, Marblehead, and Lynn.

Several rivers cut across the county on their way to the Atlantic, including the Merrimack, one of the largest and most important rivers in the state and all of New England. Essex County has benefitted a great deal from these rivers. They have supported important fisheries, served as transportation corridors, and provided power for industry. The close interrelationships between nature and man are visually expressed along the Merrimack River, where several of the county's major industrial cities, as well as numerous villages and farms, developed as a direct result of the available water resources. Other rivers flow through agricultural areas, supplying the water needed for farming. Today Essex County's rivers play an increasingly important role in preserving valuable open space for wildlife habitat and recreation. The rivers in the northern portion of the county tend to retain their natural character, often with dense enclosing vegetation and attractive rural farms, while the rivers to the south tend to be channelized and visibly polluted. The Ipswich and the Parker/Plum Island rivers qualify for listing on the Nationwide Rivers Inventory, which means that they are eligible for further study for possible inclusion in the national wild and scenic rivers system and that their managers may apply for assistance from the National Park Service through the state and local river conservation assistance program.

The vast majority of the inland portion of the county is gently sloping and forested. Wetlands are extensive in the interior, and a few rolling hills add variety to the landscape. At least half the county is wooded, mostly in second, third, and fourth growth stands. As farming has drifted away from New England, many farm fields have reverted to woodlands. The county soil survey notes that farming has been steadily declining in the county. By the early 1970s, farmland had decreased by 40 percent, and woodland had decreased by 5 percent, mostly due to a 105 percent increase in urban land use.

Much of the county remains highly scenic. The *Massachusetts Landscape Inventory* prepared by the Massachusetts Department of Environmental Management generalizes two separate areas of distinctive or noteworthy scenery: a large area (almost half the county) extending from the Merrimack River just east of the urban limits of Haverhill down to the Annisquam River in Gloucester, and a small area around Lake Cochichewick in the northwestern portion of the county. This is an impressive finding considering that only 9 percent of the total land in the commonwealth merited this distinction, and that much of it is within Essex County, which is less than 20 miles from the vast metropolitan area of Boston. To be considered distinctive or noteworthy the landscapes had to meet a specific set of criteria. Generally, they are considered rural places where people and nature have struck a careful balance, where human activity has complemented rather than destroyed the natural environment. They are not just visually stimulating, but are healthy, invigorating places to live or visit. The large scenic area covering much of the northeastern section of the county contains a beautiful section of the Merrimack where farming still survives, where sections of forest remain dense, and where 17th and 18th century homes are still common on the landscape. South of the Merrimack the landscape gives way to miles of saltwater farms, hayfields, and salt marsh punctuated by drumlins. Expansive views of natural salt marsh are framed by colonial farmhouses and pastures set in the surrounding hills. The pastoral farm and river scenery continues along the Parker and Ipswich Rivers, while along the coast extensive sandy beaches and dunes form one of the commonwealth's longest and most scenic barrier beaches. The Lake Cochichewick scenic area encompasses one of the largest lakes in the county with distant views of rolling farmland and drumlins.

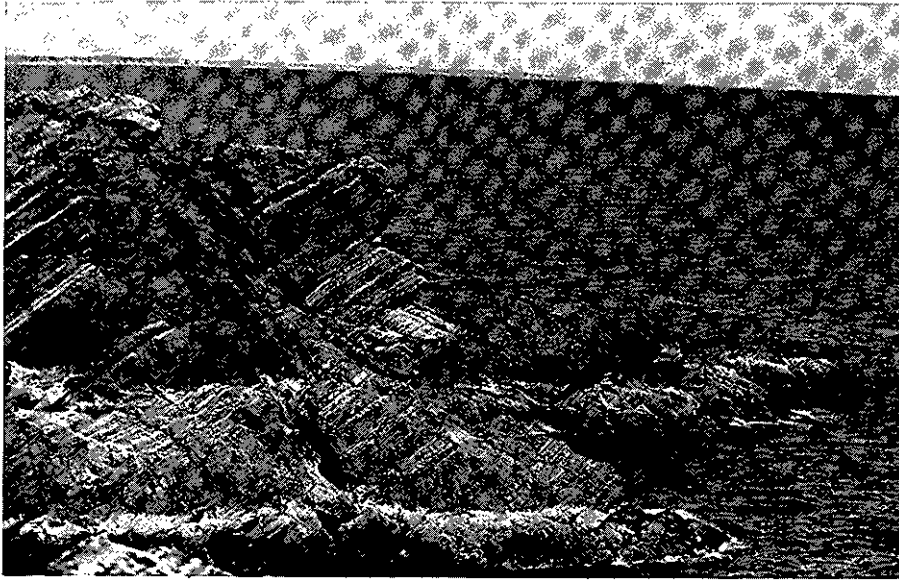
The scenic values of the entire Merrimack River in Essex County and portions of the Ipswich, Parker, and Plum Island rivers are

listed as significant and provided additional protection under the Massachusetts scenic rivers program.

Sightseeing along state highways 127, 1A and 133 is popular year round, but particularly during the summer and autumn. The lure of the coast includes more than spectacular views. The harbor towns contain modern-day fascinations as well as historic charm and curiosities. Rocky seacoast vistas and quaint fishing and seaside villages at Marblehead, Manchester, and Rockport lure visitors to spend time in their environs. During the late 19th and early 20th centuries, Marblehead and Manchester took advantage of their excellent natural harbors and developed into resort and boating centers. Rockport, which developed as an artist's colony in the 1920s, offers numerous art galleries and shops along Main Street and Bearskin Neck. The red fishing shed prominent in the harbor is named Motif No. 1, for the many paintings it has inspired. Gloucester, with its fleet of approximately 250 boats, is a major fishing port. Many colorful traditions like the annual blessing of the fleet in June are still celebrated, and other tourist attractions include whale watching, scenic island cruises, and sightseeing trips along the rocky coastline. Gloucester is a seafood lovers delight featuring many excellent dining establishments. Essex and Ipswich are also known for seafood restaurants and share a friendly rivalry over purveyance of the local clam.

The county's interior also offers attractive drives through rural landscapes and quaint New England villages such as Topsfield, Boxford, and Groveland. However, the large farm and estate tracts that were historically agricultural or wooded are increasingly being subdivided into rural residential lots. Even when most of the trees are left standing, the feeling of rural scenery is being cut up by driveways and new buildings.

The county contains a number of major public parks and reservations managed by state and



Ocean and Rocky Coastline

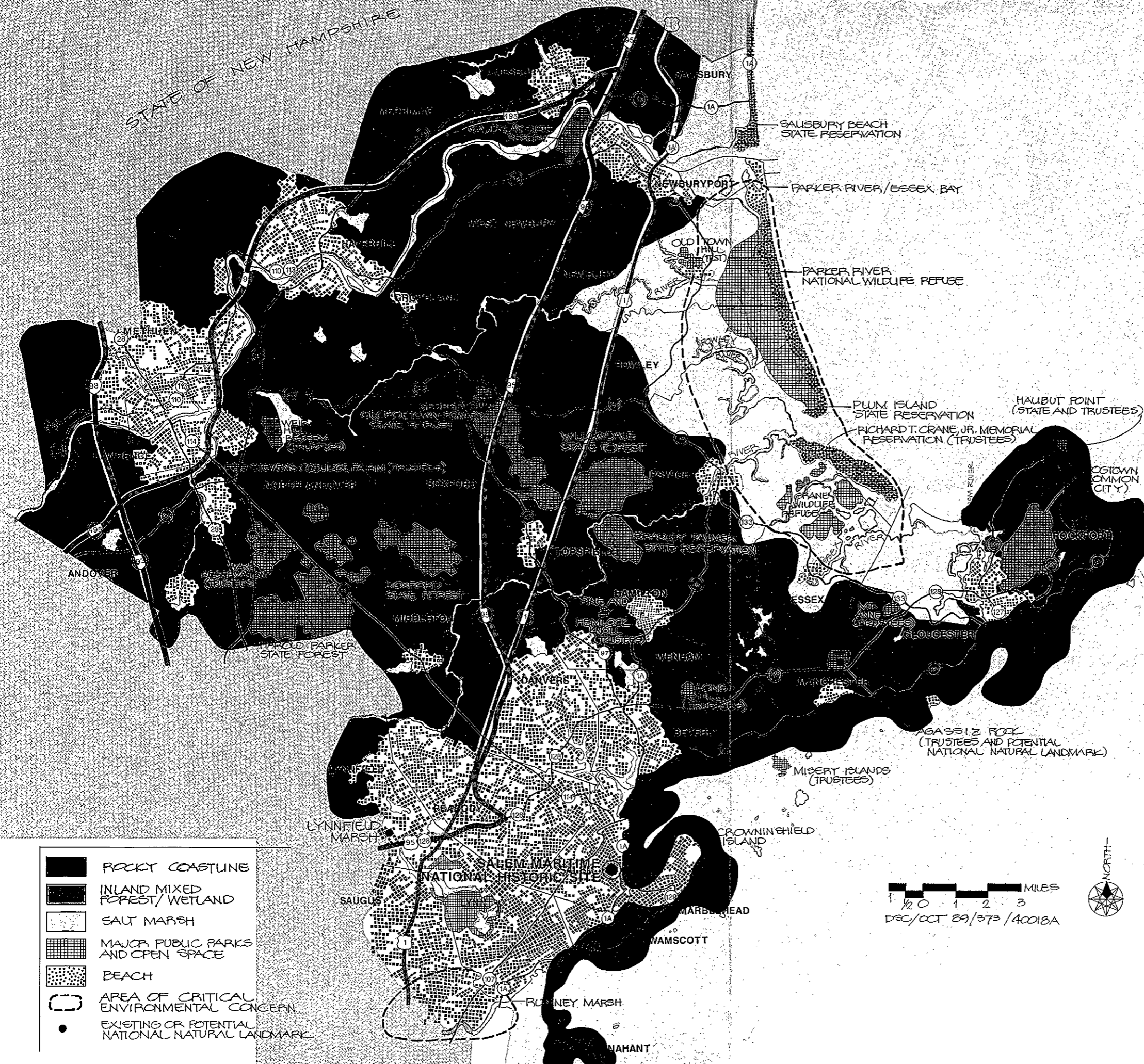


Coastal Marshland

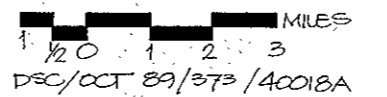


Rivers, Mixed Forests, and Freshwater Wetlands

STATE OF NEW HAMPSHIRE



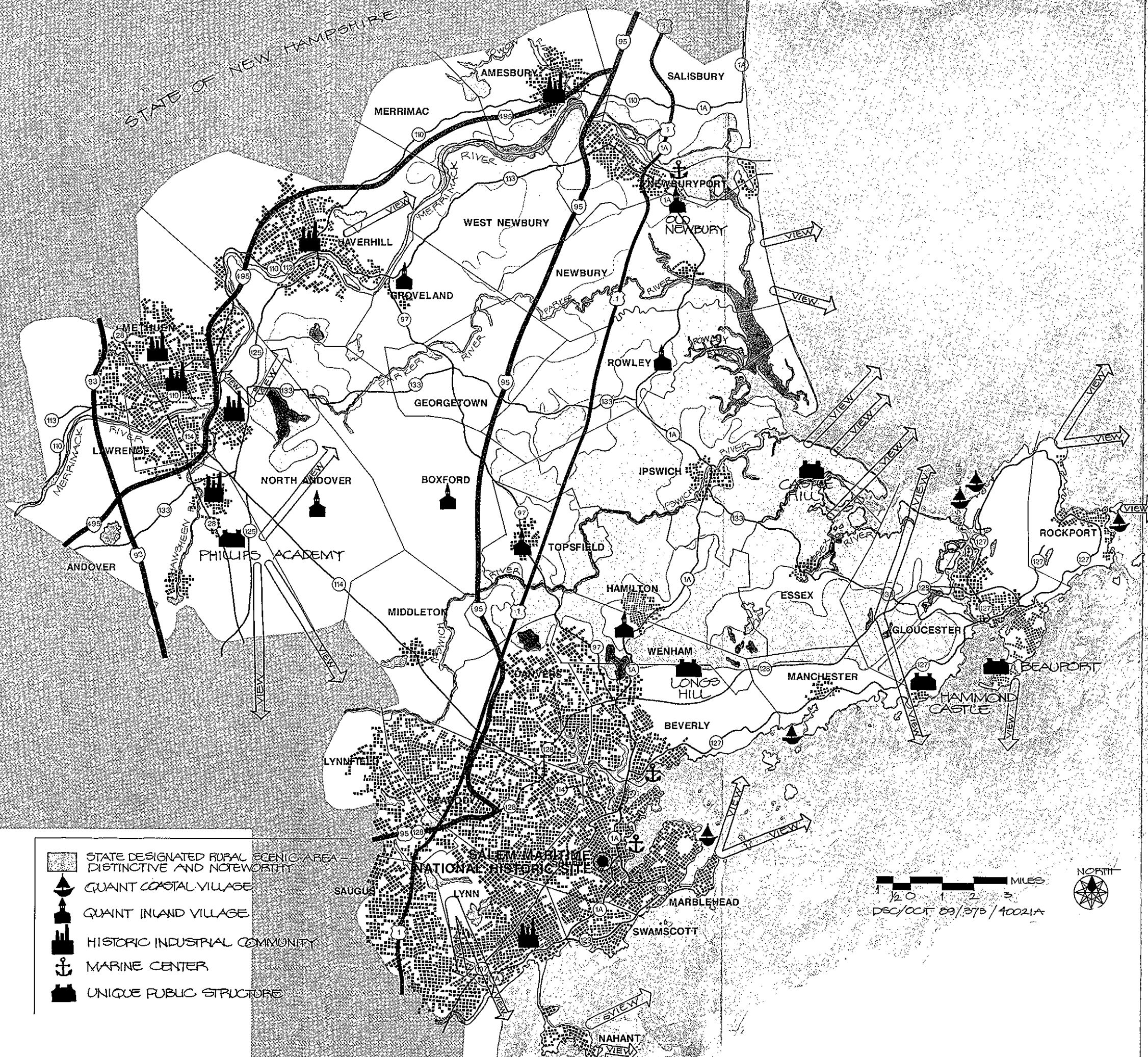
- ROCKY COASTLINE
- INLAND MIXED FOREST/WETLAND
- SALT MARSH
- MAJOR PUBLIC PARKS AND OPEN SPACE
- BEACH
- AREA OF CRITICAL ENVIRONMENTAL CONCERN
- EXISTING OR POTENTIAL NATIONAL NATURAL LANDMARK









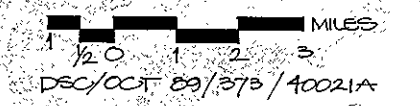
Essex
County
Natural
Resources

ON MICROFILM

STATE OF NEW HAMPSHIRE



-  STATE DESIGNATED RURAL SCENIC AREA - DISTINCTIVE AND NOTEWORTHY
-  QUAIN'T COASTAL VILLAGE
-  QUAIN'T INLAND VILLAGE
-  HISTORIC INDUSTRIAL COMMUNITY
-  MARINE CENTER
-  UNIQUE PUBLIC STRUCTURE



Essex
County
Scenic
Resources

ON MICROFILM

federal agencies and private nonprofit conservation groups. These properties contain some of the finest scenic resources and viewpoints and protect some of the best natural resource areas in the state. The Parker River National Wildlife Refuge just east of Newburyport, managed by the U.S. Fish and Wildlife Service, encompasses nearly 3,000 acres of beautiful barrier beaches, dunes, and salt marsh with national significance as a migratory bird stopover. The county also contains nine state parks managed by the Massachusetts Department of Environmental Management. These parks, which range from 10 acres to over 1,000, are concentrated in the interior portions of the county, but they contain examples of each of the county's three major landscape types. Halibut Point State Park and Salisbury Beach and Sandy Point state reservations are coastline parks; Maudslay State Reservation encompasses a riverine environment near the Merrimack River; and Bradley W. Palmer State Park and Harold Parker, Boxford, Georgetown-Rowley, and Willowdale state forests encompass inland forest environments. Most of these parks provide opportunities for hiking, horseback riding, and picnicking, and some also offer camping and swimming. The county's public and private parklands are greatly augmented by the resources of conservation groups including the Trustees of Reservations, the Essex County Greenbelt Association, and Massachusetts Audubon. The Trustees of Reservations own and manage 16 properties within the county, including the Misery Islands in Salem Harbor, the Richard T. Crane Jr. Memorial Reservation, which encompasses 4 miles of shoreline with outstanding natural, scenic, and cultural resources, and Agassiz Rock, a potential national natural landmark exhibiting glacial geology in the form of huge erratics strewn across the landscape. The Trustees allow for public use that is compatible with their primary purpose of preserving properties of exceptional scenic, historic, and ecological value.

This study concentrated on major natural and scenic areas designated as part of national or statewide systems; however, two city parks, Dogtown Commons and Lynn Woods, were also found to be important to the Salem Project. Dogtown Commons, mostly owned by the city of Gloucester, consists of approximately 3,000 acres of woodlands and wetlands with the historic foundations of an abandoned town. Lynn Woods, with 2,000 acres, encompasses extensive woodlands, several ponds, and high points with excellent views to Boston. Both of these sites are threatened by vandalism and would need upgrading and management improvements before safe visitor use could occur. Lynnfield Marsh, owned in part by the cities of Lynnfield and Wakefield, is a registered national natural landmark threatened by surrounding development, and it is too sensitive to support anything but the most limited visitor use.

The county contains several unique public structures and sites that, although not related to the Salem Project themes, still deserve to be mentioned. These include Hammond Castle, Beauport, Longs Hill, Castle Hill, and Phillips Academy. Although privately owned, all of them are open to the public and are unique in appearance, scale, design, and historical character.

Regional assistance for resource preservation and sensitive growth is provided by the Massachusetts Department of Coastal Zone Management, the Merrimack Valley Planning Commission, and the Metropolitan Area Planning Council. Coastal Zone Management advises coastal communities to encourage sensitivity to the shoreline, while the two regional planning councils provide planning assistance on regional issues within their boundaries. These councils work well within their defined areas and cooperate on certain projects; however, there is no longer a county planning office to address issues on a countywide basis. Some of the most important and effective growth controls are restrictions

applied by local governments. Each of the county's communities has helped preserve significant resource areas; however, many of these areas are threatened by increasing growth and demands for use, as can be seen in the growing number of rural residential lots throughout many portions of the county, the expanding commercial and office zones along major highway corridors, and the crowds of tourists flocking to several small-scale towns and natural resource areas, particularly along the coast.

Additional information about the county's natural and scenic resources is provided in appendix G.

RESOURCE PROTECTION

Efforts to protect and enhance the county's natural and scenic resources are shared by a variety of private, local, regional, state, and federal agencies. These agencies conserve nearly 25,000 acres of major parks and open space located throughout Essex County and provide for public access to excellent examples of all the county's major natural features, including the rocky coastline, salt marshes, sandy beaches, rivers, inland forests, and freshwater wetlands. Although the county has some excellent coastal parks, only about 5 percent of the North Shore coastline is public, and the great demand for coastline recreation places heavy pressures on the existing public parks during the summer months. At the same time some inland parks are more rarely used and could potentially absorb more recreational activity. In addition, some of the natural and scenic resources are especially sensitive and cannot handle heavy use.

Massachusetts Coastal Zone Management, although not regulatory, coordinates and sets policy for resource protection and development, and uses various state laws to protect and assist in managing coastal zone areas. Other agencies, including the Merrimack Valley Planning Commission and

the Metropolitan Area Planning Council, address environmental concerns such as water quality and open space protection during the development of plans, policies, and programs for member communities. Even with numerous agencies focused on environmental and visual concerns, many natural and scenic areas within the county are lost yearly to development, typically for rural residential homes.

Sensitive planning for preservation of public open space needs to continue to ensure the long-term viability of the county's ecological and aesthetic values. The current pressures and the sensitivity of some of the natural resource areas will need to be carefully considered when planning visitor use for the Salem Project.

INTERPRETED RESOURCES

Natural and scenic resource areas throughout the county have excellent but currently undeveloped potential for developing interpretative programs that could tie directly to the Salem Project and broaden visitors' understanding of the area's cultural and natural history. Table 4 lists the existing interpretive activities and facilities of the major resource areas.

Table 4: Summary of Natural and Scenic Resources

<u>Resource Area (Existing Ownership/Acreage)</u>	<u>Natural Resources</u>	<u>Scenic Resources</u>	<u>Activities and Facilities</u>
Salem			
Forest River Estuary and Conservation Area (Salem - 137.9 acres)	Pristine area. Adjacent to large golf course. Protects wildlife habitat and wetlands. Flood control and groundwater collection area. Protected open space and marshlands surrounded by urban neighborhoods.	Low woodland and marsh. Excellent views from several adjacent high points. Limited ocean views.	Public pedestrian trail from Salem State College and Highlands Park Golf Course. No interpretation.
Forest River Park (Salem - 29 acres)	Developed coastline urban park.	Good view of Salem Harbor.	Picnic tables, ballfields, trails, playground, re-created pioneer village. Pioneer village interpretation.
Gallows Hill Park (Salem - 21 acres)	Developed city park.	Hills surround park edges/good views from hilltop. Large water tank dominates much of site.	Baseball fields, tennis courts, playground, parking. No interpretation.
Highland Park (Salem - 243.4 acres)	Some wooded and marsh areas surrounding golf course.	Limited high points. Attractive golf course and woodland.	Golf course, trails connecting to Forest River conservation area. No interpretation.
Ledge Hill (Salem - 25.8 acres)	Developed city park.	Highest point in Salem with excellent views of surrounding area.	Developed park activities. Playground, basketball, baseball. No interpretation.
Misery Islands Reservation (The Trustees of Reservations [within city of Salem] - 84 acres)	Second largest island mass between Boston and Cape Porpoise, Maine. Scattered oaks and pines, rolling fields. Freshwater pond.	Excellent views of harbor and communities of Salem, Beverly, Marblehead.	Access by small boat only. No public boat transportation. No interpretation.
Salem Common (Salem - 9 acres)	Urban open space. Large shade trees, lawn. Former town commons of old Salem used for grazing.	Historic houses and buildings surrounding commons.	Walking, jogging. Undeveloped park with a gazebo and benches. No interpretation within historic district.
Winter Island (Salem - 20 acres)	Rocky coastal peninsula. Partial urban development.	Good views of Salem Harbor, city, and Marblehead. Views to city dominated by adjacent power plant.	Boat launching ramp, picnic sites, airplane hangar, Fort Pickering. No interpretation.
Salem Willows (Salem - 35 acres)	Developed city park. Large trees.	Good views of Beverly Harbor and coastline.	Summer boardwalk activities. Playground, baseball, basketball facilities. Developed picnic sites. Parking. Fort Lee. No interpretation.
Marine Environments: Rocky Shore Areas			
Crowninshield Island (The Trustees of Reservations - 5 acres)	Small rocky shore area, beach, and salt marsh.	Good ocean and coastline views. Near residences.	Limited access. No facilities. Mostly local use. No interpretation.
Halibut Point (Essex Co.) (The Trustees of Reservations and state of Massachusetts - 64 acres)	50-foot rocky headland. Tidepools, surf. Lush vegetation to barren cliffs. Rock quarry filled with freshwater.	Spectacular views of ocean, Plum Island, Maine, and New Hampshire. Good example of rocky shore areas of New England.	Hiking trails, parking, historic site. Self guided trail tour/cultural and natural themes. Weekend and daily programs in summer.
Marine Environments: Salt Marsh and Coastal Areas			
Cornelius and Miné S. Crane Wildlife Refuge (The Trustees of Reservations - 700 acres)	Five islands nestled in largest salt marsh area north of Long Island, N.Y. Habitat for many species of birds, softshell clams. Drumlins and forest areas. Located in state ACEC.	Located in state designated rural scenic area. Excellent coastal and marshlands scenery. Excellent views of salt marsh, ocean, large drumlins and forested islands.	Boat access only. Trails, summer cottage visitor center. Excellent for canoeing, birdwatching, hiking, nature study. Historic site: 1725 farmhouse. No public transportation. Cultural and natural interpretive trips offered. Guide books. Natural history visitor center.

Resource Area (Existing Ownership/Acreage)	Natural Resources	Scenic Resources	Activities and Facilities
Old Town Hill Reservation (The Trustees of Reservations - 372.5 acres)	Glacial drumlin. Open fields still used for haying. Extensive salt marsh.	State designated rural scenic area. Good views of Plum Island River, Plum Island, Parker Wildlife Refuge (views becoming overgrown).	Pedestrian trail. Limited roadside parking. Occasional/seasonal nature interpretive trips.
Parker River National Wildlife Refuge (U.S. Fish and Wildlife Service - 2,900 acres)	Nationally known as a migratory bird stopover along the Atlantic Flyway. Barrier beaches, dunes, salt marshes. Over 300 species of birds seen in area. Shellfish areas. Located in the state ACEC. Area threatened by urban growth pressures.	State designated rural scenic area. Excellent views of ocean, marshes, farms, barrier beaches, open landscape, birds.	Trails, boardwalks, parking. Excellent for hiking, birdwatching, canoeing, nature study, beach area. Natural interpretive programs, pamphlets, seasonal activities by refuge staff.
Richard T. Crane Jr. Memorial Reservation (The Trustees of Reservations - 1,398.5 acres)	Four miles of shoreline, extensive beach area. Salt marsh, pitch pine forest, sand dunes/beaches. Habitat for many birds, including least tern and piping plover. Landscaped formal gardens and Castle Hill on drumlin. Located in state ACEC.	State designated rural scenic area. Excellent views of ocean, marshes, beach areas.	Access by foot from parking lot. Tours and events at Castle Hill (Great House). Large beach, hiking trails. Excellent for sunbathing, hiking, birdwatching, fishing, swimming, skiing. Extensive self-guiding nature trail and other interpretive signs at beach. Seasonal tours of Great House.
Rumney Marsh Area (ACEC) (City of Saugus and private lands - 1,000 acres)	One of the most biologically significant areas north of Boston. Salt marsh, bird habitat, shellfish area. Threatened by development pressures, dredging, and sediment contamination.	Marsh and tidal flats.	Access difficult. Mostly used by boaters and fishermen. No interpretation.
Salisbury Beach State Reservation (State, Department of Environmental Management - 520 acres)	Large barrier beach area. Marsh areas nearby.	Portion a state designated rural scenic area. Views of Plum Island, ocean, Newburyport.	Large beach. Excellent for hiking, picnicking, swimming, fishing, canoeing, camping (481 sites). Amusement park nearby. Natural interpretive programs available.
Sandy Point State Reservation (State, Department of Environmental Management - 73 acres)	Drumlins, barrier beach area, sand dunes, wildlife and bird habitats.	Excellent views of ocean and areas of Plum Island Sound. Open landscape. State designated rural scenic area.	Excellent for hiking, fishing, swimming. Road access. Natural interpretive programs available.
River Environments			
Ipswich River	Crosses southern portion of county. Extensive shellfish beds at mouth. Threats include contamination of shellfish beds, domestic septic tank effluent, overuse for drinking water. Sections on Nationwide Rivers Inventory.	State designated scenic river from Topsfield to ocean - 5.9 miles. Wooded views and open fields.	State recreation river designation from Peabody to ocean - 26.4 miles. Good access points. Popular entry point near Topsfield. Canoeing and fishing. Infrequent field trips by groups.
Ipswich River Wildlife Sanctuary (Massachusetts Audubon Society - 2,000 acres)	Many different habitats - mixed hardwoods, ponds, wetlands, river. Bradstreet Hill drumlin and two eskers. Pristine area. Includes huge Wenham Swamp.	Portions in state designated rural scenic area. Mostly enclosed woodland.	Parking and trails. Excellent for birdwatching, hiking, nature study, picnicking, canoeing, skiing. Road access. Natural interpretive programs. Day camp in summer.
Merrimack River	One of the 10 largest rivers in Northeast. Flows through urban, wooded areas. Once one of the most polluted rivers in the nation, now recovering. Atlantic salmon spawning, wintering area for bald eagles. Threatened by pollution, shoreline development.	Listed as a state designated scenic river. Eastern sections in state designated rural scenic area. Changing views from industrial to rural and natural landscapes.	Excellent for canoeing, fishing. Many public access points from shore. Educational programs and field trips conducted by various groups. Group boat tours from Haverhill to Newburyport.

**Resource Area
(Existing Ownership/Acreage)**

Parker River

Plum Island River

Rowley/Essex/Saugus Rivers

**Mixed Forest and Wetlands
Environments**

Agassiz Rock
(The Trustees of Reservations
- 104 acres)

Bradley W. Palmer State Park
(Massachusetts Department of
Environmental Management -
721 acres)

Dogtown Commons
(Gloucester and Rockport -
approximately 3,000 acres)

Harold Parker State Forest
(Massachusetts Department of
Environmental Management -
3,100 acres)

Long Hill
(The Trustees of Reservations
- 114 acres)

Lynn Woods
(Lynn - 2,200 acres)

Lynnfield Marsh
(Cities of Lynnfield, Wakefield
and private - 100+ acres)

Natural Resources

Noted as one of the cleanest tidal rivers in the northeastern U.S. Development pressures along river threaten pristine condition. Sections on Nationwide Rivers Inventory.

Clean river flowing through salt marsh areas to Plum Island Sound. Sections are listed on the Nationwide Rivers Inventory. Located in state ACEC.

Rowley noted as one of the cleanest rivers north of Boston. Essex river has hundreds of acres of shellfish flats; famous for its clams. The Saugus has large estuary and tidal flats. Dredging, development pressures are threats for the Saugus. Development pressures along sections of Essex.

Listed by the National Park Service as a potential national natural landmark. Significant for huge glacial erratics; also has extensive woodland and wetland areas. Louis Agassiz explored and studied this area.

Woodlands and fields. Many exotic plant species. Ipswich River flows through park.

Extensive area of old fields, rocky woodlands, wetlands, and glacier influenced soils and strata. A diversity of species - flora and fauna. Vandalism, development pressure are threats.

Quiet woodlands and ponds. Park since 1916.

Estate with formal gardens and landscaping.

Second largest municipal park in the U.S. Extensive woodlands, large ponds. Threatened by vandalism.

Designated a national natural landmark. Area serves as habitat for many birds. Breeding ground for king rails and least bitterns. Highly threatened by intensive adjacent development.

Scenic Resources

State designated scenic river between Georgetown and Newbury - 13.4 miles.

State designated scenic river between Newburyport and Plum Island Sound.

Good views from Rowley and Essex of salt marsh areas. Both flow through state designated rural scenic areas. Saugus has mostly estuary and surrounding urban landscapes.

Scenic woodlands and swamp walk. Short hikes to good views of coastline and surrounding area from hilltop.

Mostly enclosed woodland. Within state designated rural scenic area.

Enclosed woodland, wetlands, and historic foundations of abandoned town. Vandalism evident.

Oak and pine forests, ponds are main scenic areas. Enclosed woodland.

Beautiful gardens, forests, and historic estate.

Two hills with excellent views to Boston and surroundings. Vandalism evident.

Few scenic views due to surrounding development. Internal views of open marsh with scattered tree stands.

Activities and Facilities

Difficult access. Good canoeing river. Swimming. No formal programs. Infrequent field trips by groups.

Access for canoeing, fishing. No landing in Parker National Wildlife Refuge Area. No formal programs.

Access to rivers available at various locations. Boating, fishing, swimming. No formal programs.

Good road access. Limited parking. No developed facilities. Excellent for hiking, picnicking, nature study. Organized natural interpretive trips through the Trustees and other groups.

Equestrian events area. Pedestrian and equestrian trails, picnic sites, canoe launch area, paved roads used for biking. Self-guiding nature trail.

Parking areas and trail access. Motorized vehicles restricted. Paved roads used as trails; pedestrian trails. Secluded and currently can be dangerous. No formal programs. Some groups offer infrequent day trips.

Picnic grounds, swimming beaches, developed campgrounds, pedestrian trails, bridle trails. Natural interpretive programs offered seasonally.

Parking area and trails. Occasional house tours. Self-guided tour of grounds, plant identification book available.

Presently closed to public. Over 30 miles of hiking trails. Secluded and potentially dangerous. Access from two main entrances; parking. No interpretation.

Very limited access. One trail. Needs protection - not suitable for large recreation or public use. A wildlife area. No interpretation.

Resource Area (Existing Ownership/Acreage)	Natural Resources	Scenic Resources	Activities and Facilities
Maudslay State Reservation (Massachusetts Department of Environmental Management - 450 acres)	Near Merrimack River. Woodlands, wetland areas.	Portions in state designated rural scenic area. Good edge views of Merrimack River.	Pedestrian/cross-country ski and horse trails, picnic sites, swim areas. Hunting and fishing allowed. Natural interpretive programs.
Boxford State Forest (Massachusetts Department of Environmental Management - 780 acres)	Northern hardwood and white pines. Dense woodland.	Enclosed woodland and freshwater marshland.	Horse trails. Excellent for hiking, horseback riding, skiing. No interpretation.
Georgetown-Rowley State Forest (Massachusetts Department of Environmental Management - 1,112 acres)	Wildlife habitat. Large forest reserve, wetlands.	Enclosed woodland with swamps and bogs.	Horse and pedestrian trails. Excellent for hiking, skiing, horseback riding, snowmobiling. No interpretation.
Mount Anne Park (The Trustees of Reservations - 87 acres)	Large 270-foot hill. Northern plant species. Protects portion of watershed.	Excellent views from summit to Maine and coastal area of Cape Ann. Now somewhat overgrown.	Presently no public access due to vandalism. No interpretation.
Pine and Hemlock Knoll (The Trustees of Reservations - 14 acres)	Wooded ridge of white pine and hemlock bordering Wenham Swamp.	Forest and river areas. White pine stands. Enclosed woodland.	No public access. No interpretation.
Stevens-Coolidge Place (The Trustees of Reservations - 94 acres)	Landscaped estate and gardens. Surrounding pasture and woodland.	Old historic home, gardens, rural landscape.	Guided tours seasonally of grounds. Historic house and grounds.
James N. and Mary F. Stavros Reservation (The Trustees of Reservations - 73.5 acres)	Glacial drumlin. Stands of cedar, wild cherry.	Good views of Essex marshes, Crane Beach, Hog Island. Within state designated rural scenic area.	Hiking trails. No interpretation.
Ward Reservation (The Trustees of Reservations - 610 acres)	Drumlins. Holt Hill at 420 feet is highest point in Essex Co. Woodland area, northern bogs.	Spectacular views from Holt Hill and Boston Hill of surrounding area and to Boston.	Good access. Many miles of trails. Self-guiding trail of Pine Hole Bog. Excellent for hiking, cross-country skiing, picnicking. Self-guiding trail. Trail maps available.
Weir Hill Reservation (The Trustees of Reservations - 183 acres)	Mostly woodland and fields. Borders large lake, wetlands.	Within the state designated rural scenic area. Excellent views from Weir Hill, over urban Lawrence and Merrimack Valley, to the mountains of New Hampshire.	No developed facilities. Good for hiking, skiing, picnicking. No interpretation.
Willowdale State Forest (Massachusetts Department of Environmental Management - 2,400 acres)	Vast wooded area with wetlands. Managed as wildlife habitat.	Portions in state designated rural scenic area. Rural, woodland landscape.	Pedestrian and horse trails. No interpretation.

SOCIOECONOMIC FACTORS



SALEM

In 1985 Salem had 37,000 residents, a small decline from its population in 1980. That population includes a diverse ethnic mix, indicative of Salem's rich economic heritage and transitional economic climate today. Population data show ethnic backgrounds to be primarily Irish (23.8%), French (21.5%), English (10.1%), Italian (9.3%), Polish (9.0%), and Greek (3.8%).

Salem's economy has been changing significantly over the past 20 years. Although manufacturing is still important, the city is showing signs of transition to a more service/retail based economy. Employment in traditional areas of manufacturing has dropped sharply as many of the older industries have moved to the Sunbelt. Over the long term, jobs in high tech industries and services have increased, although these jobs have also been decreasing recently. According to a 1984 general study by the Massachusetts Employment Security Department, Salem's largest employment sectors at that time were services (27%), manufacturing (23.7%), wholesale/retail (23.5%), and government (12%). Salem Hospital is one of the city's largest employers. Other major service employers include Salem State College and companies dealing with insurance, banking, utilities and communications, and tourism. Manufacturing is concentrated in three areas of the city. The Shetland Mills area adjacent to the harbor and South River houses numerous industries within its five million cubic feet of space. Heavy industries are also concentrated along Canal Street and Jefferson Avenue and between the North River, Bridge Street, and Mason Street.

The 1985 Directory of Manufacturing for Essex County showed that Salem lost 416

jobs in the manufacturing sector during the first five years of this decade, as might be expected for a city making the transition to a more service based economy. However, during that same period the city lost 386 jobs in the wholesale/retail sector. This was in contrast to the positive gains made by nearby communities of Peabody, Danvers, and Lynnfield, each of which gained over 1000 jobs in the wholesale/retail sector. The report stated that the loss of jobs in Salem "indicates the central business district is still struggling to attract commerce."

Salem is interested in further promoting tourism in the city. A Salem visitor use study is currently in progress; however, the data from this study are not yet available. The visitor data used for this *Study of Alternatives* are from the annual interpretation reports for Salem Maritime National Historic Site. The following statements describe the 1989 visitor use patterns at the national historic site unless otherwise noted. The largest percentage of visitors came from other regions in the United States, and that group increased from the previous year (57% in 1989 compared to 41% in 1988). The park also drew a large percentage and increasing number of visitors from foreign countries (28% of all visitors in 1989 compared to 16% in 1988). National and international visitors were attracted to Salem primarily because of the city's world famous distinction as the "witch city" and because of its relationship with Nathaniel Hawthorne and his widely read novel *The House of the Seven Gables*. Visitation figures in recent years indicate that international visitation is increasing, especially by visitors from the Orient, England, and Australia. The percentage of visitors to the national historic site who lived in the surrounding region (excluding Salem) fell to only 9 percent in 1989, compared to 34 percent in 1988. In both years less than 10 percent of all visitors were from Salem. Most people came for one to two days (57%). About a third (31%) came only for the day, and the remainder (12%) planned to stay more than two days. Although

seasonal use was strongest in the summer (45% of all visitors), an increasing number of fall tour buses stopped at Salem Maritime, with the result that 36 percent of total use occurred during that season in 1989. Spring was the next most popular season, with 15 percent of all visits, and in winter the use level fell off to only 4 percent. More than half of all visitors were working age adults. Another 28 percent were under 18, and the remaining 18 percent were older than 62.

Tour guides heard the following concerns from visitors:

- getting lost trying to get to Salem and Salem Maritime because of the poor signing and lack of direct transportation routes
- lack of parking within the city
- lack of adequate accommodations
- high cost of touring the city's interpreted resources, which adds up significantly if a family visits several sites

The data received from the Salem visitor use study currently underway should be incorporated into future planning projects.

ESSEX COUNTY

Essex County is a blend of old and new. The 20th century has brought myriad innovations, inventions, and new technologies to challenge the county's entrepreneurial New Englanders with new opportunities. Industry and manufacturing have been updated and adjusted to the ever-changing whims of the world's markets. Those enterprises that have not kept pace with the rise and fall of consumer preferences have faded into the tapestry of New England history. Meanwhile, the county remains filled with modern-day Yankee traders, applying their skills and ingenuity in fields ranging from abrasives, adhesives, and advertising displays to valves and wooden kitchen cabinets.

As the county has grown, new residential areas, commercial enterprises, and industries have developed first along the coast, then along the Merrimack River, and later along a series of north-south highways (State Highways 1A and 128, US 1, I-95, and I-495). Thus, the settlements nearest the coast and up the Merrimack are the oldest. The 34 towns and cities within Essex County have a wide range of populations: coastal Lynn, the largest city, has over 90,000 residents; Lawrence, along the Merrimack, has a population of more than 63,000; while several of the inland and northern coastal towns have fewer than 5,000 residents. The more industrial towns are notable for their ethnic mix of people attracted by the work opportunities in the mills. French Canadian and eastern European traditions are now being augmented by Vietnamese and Spanish heritage cultures.

Salem, the oldest town, lies along Highway 1A. However, the majority of the traffic and much of the region's commercial activity has shifted to the Highway 128 corridor farther inland. Peabody, Danvers, and Beverly, the three comparably sized towns closest to Salem, all have large shopping areas along Highway 128. Throughout this corridor the economy is converting from a manufacturing base to a service base. Of the coastal towns served by Highway 128, Gloucester is the only one with a substantial fishing/lobstering fleet and sizeable fish processing industry. Rockport and Newburyport are examples of communities where the major sources of revenue have shifted to other areas, most notably tourism and tourist-related enterprises. Many of the coastal towns are beginning to capitalize on their intrinsic picturesque settings, rehabilitating old town centers and redeveloping neglected wharf areas. As these towns increasingly take advantage of their innate visitor attractions, some of the less positive factors of their growing popularity are demanding attention. Public facilities like restrooms, parking, and beaches, as well as private facilities like restaurants and lodges,

have reached or exceeded their capacities in several communities, including Marblehead, Manchester, and Rockport, and they are approaching those levels in several other towns. A number of different agencies at various levels are pursuing methods of coping with the over-popularity of the towns, as tourism and vacation-oriented industries become increasingly important to the local economies.

During the first half of the 1980s the greatest population growth occurred in the Highway 128 corridor, but the greatest job growth in the county occurred in the I-495 corridor. Settlements in the Merrimack Valley/I-495 corridor remain primarily industrial communities. The type of goods produced has expanded somewhat from textiles and leather goods to also include plastics, electronics, paper, and printing products. Wholesale/retail trade and service industries are also expanding in the mill towns along the river, and residential and suburban development are increasing in numerous areas along the Merrimack.

Residential and industrial expansion are expected to continue in both the Highway 128 and the I-495 corridors in the foreseeable future. In addition, a new growth corridor is emerging along Highway 114, which connects I-95 and I-495. Small and medium-sized shopping centers are being built in this corridor, as are large office complexes and, where zoning permits, some manufacturing facilities. Although this appears to signal expanding economic growth, the county is also experiencing the negative effects of a national trend that is seeing particular jobs and people moving out of the central cities into the suburbs while low-income residents are concentrating in the central cities. This trend concerns city managers and planners who are forced to address a loss of tax base on one hand, and the need for new services on the other. Large manufacturing shifts in the early 1980s caused the loss of nearly 1,000 manufacturing jobs in Lawrence, while

nearby Andover gained nearly 4,000 new manufacturing jobs. The older, larger industrial cities, such as Lawrence, Haverhill, and Methuen along the I-495 corridor typically have older industries, a more limited tax base, lower skilled industrial jobs, and more low-income immigrant workers compared to the newer communities along the 128 corridor. As suburban growth draws revenues and industries from the older cities, industrial based cities like Lawrence are looking to expand their economic bases. To enhance their planning capability the Merrimack Valley Planning Commission has purchased an econometric model that can help project the impact a new initiative such as increased tourism might have on the future economic health of industrial cities along the Merrimack River or throughout the county.

Local groups and businesses associated with the tourism industry in the county believe the most popular tourist destinations are (in order): the Salem area, for its witch attractions and the House of Seven Gables; Cape Ann, for the artist colony of Rockport, scenery, and the fishing industry of Gloucester; and the Merrimack Valley, for its historic industries and river environs. Southeast Advertising, a tourism research organization active in Essex County for many years, estimates that approximately 50 different group tours stop in the Merrimack Valley, while up to 100 group tours are known to stop on Cape Ann. One local tour operator on the North Shore expressed the need to market more of the county to tourist groups as a destination area. Currently, most tours are day trips and spend very little time in the county.

The economy of Essex County is fairly consistent with trends throughout Massachusetts, especially increases in the service industries. One trend noted in the Essex County Directory of Manufacturing report was the loss of 4,397 jobs in the government or public sector during the first half of the 1980s. This was the largest decline

in any sector and reflects significant federal and state budget cuts and their repercussions at the local level. As a result, communities that may be economically healthy in the private sector may have severe public budget constraints. Cities with limited tax bases face the most serious problems, particularly since Proposition 2-1/2 prohibits raising taxes to keep pace with the demand for services.

TRANSPORTATION

SALEM



Salem is not an easy destination to reach, especially for visitors. No major highways from the Boston area, or from the north, pass directly through Salem. Existing routes carry heavy commuter traffic and contain numerous bottlenecks, dangerous rotaries, and unsignalled intersections, and signing is poor. Because Salem is an older metropolitan area, little room remains for road realignment or expansion without affecting buildings or other streets.

Salem has essentially three main entry/exit portals: State Highways 1A, 107 (Highland Avenue), and 114. Highways 1A and 107 are commuter routes to and from Boston. Both highways are circuitous and confusing routes through miles of suburbs and town centers with little indication of where one community ends and another begins. Larger arterials with connections to Salem include I-93 and I-95. Most tourists travel along I-95 to State Highway 128, and then to Highway 114. Local planners believe that the 114 entry to Salem is one of the worst in the area, especially at rush hour. In short, there is no way to get to Salem by automobile that isn't difficult, confusing, and potentially dangerous.

As an alternative, the Massachusetts Bay Transportation Authority (MBTA) serves Salem and surrounding communities with daily commuter rail and bus service. MBTA reports heavy commuter use of the rail service from the Salem area to Boston. MBTA staff believe few tourists use the rail line, but no official statistics for tourist use of public transportation on the North Shore have been compiled. Connecting local buses provide service to the Salem train station, but information boards and maps of the city are minimal. MBTA planners report that

information kiosks for tourists are the responsibility of each town to provide.

Automobile traffic circulation within Salem, through narrow, crowded city streets, presents similar problems to those experienced in reaching the city. Public parking is available at a large public parking garage at the India Street Mall, which was built to serve customers for the mall but is difficult for visitors to find, and at an outdoor parking lot at Riley Plaza in downtown Salem. The latter lot is in the center of the major rotary for Salem, where most of the major entries and exits converge, and vehicles attempting to enter or exit the parking area add to the confusion of this potentially dangerous intersection. Riley Plaza fills to capacity on weekends and during special events. A third large parking lot is located at the MBTA commuter train station. This outdoor lot fills early in the day with commuters' vehicles and does not serve visitors' needs. MBTA plans to expand parking at this site with up to 300 additional spaces using a multistory structure at the current location. No date of completion has been announced. Curbside parking is available, but limited and difficult to find.

Parking facilities at Salem Maritime National Historic Site include a 40-car parking lot across from the headquarters and customhouse and a few additional on-street parking spaces along Derby Street, which is a busy, narrow, one-way street.

A comprehensive transportation study of Salem is underway as part of the Salem Project. The study will analyze traffic circulation, signing, parking, and visitor use statistics and address many of the transportation issues and problems reviewed in this document.

Another project affecting transportation in Salem is the proposed new Beverly Bridge road and railroad realignment along the North Canal between Beverly and Salem. This area is a bottleneck for heavy local traffic. The

project is currently in the preliminary planning phase and the completion date is unknown.

Boat transportation in Salem harbor is currently limited to small-scale harbor cruises offered in the summer.

ESSEX COUNTY

The principal tourist routes through Essex County are I-95, I-93, I-495, and State Highway 128. I-95 is the major north-south corridor between Boston and New Hampshire. Highway 128, which connects to I-95 and US 1, is the main route to Gloucester. I-495 is the major east-west route through the Merrimack Valley, while I-93 crosses the western portion of the county, connecting Boston to New Hampshire and linking such communities as Andover, Lawrence, and Methuen. Other, more scenic routes include State Highway 1A from Wenham to Newburyport, which passes through small villages and forested countryside; 127, which follows the rocky coast from Beverly to Gloucester; 127A, which circles Cape Ann; and 133, which cuts across the coastal marshlands between South Essex and Ipswich. State Highways 110 and 113 are more scenic routes through the Merrimack Valley.

The major road improvement projects in the county that might affect the Salem Project include the following:

- an ongoing state study of the Highway 128 corridor and a resigning project currently underway along the route

- a state construction project to rehabilitate and widen a Highway 133 historic bridge in downtown Ipswich to relieve traffic congestion

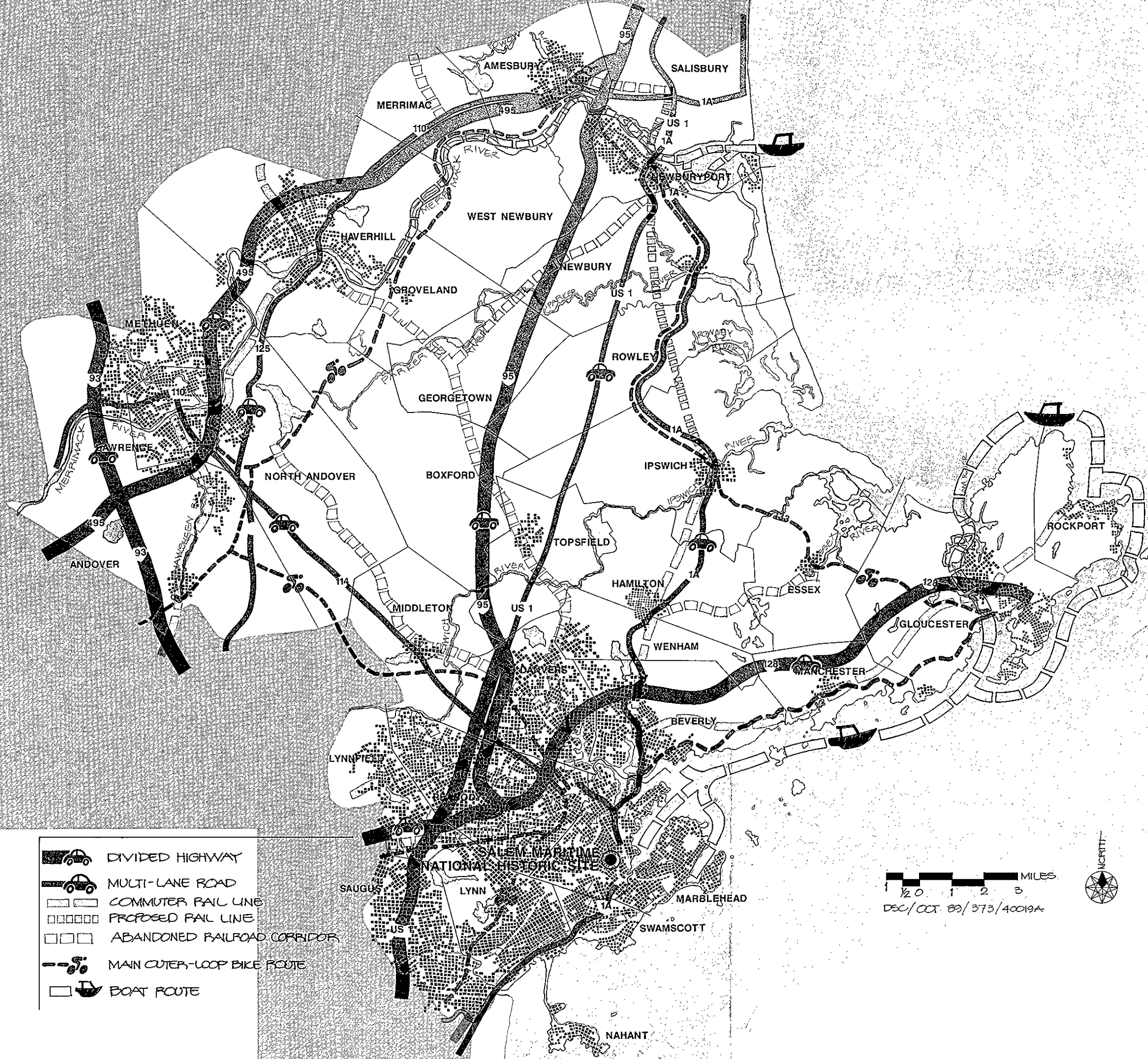
- a project by the city of Haverhill to expand parking facilities and study traffic in the crowded Washington Street area



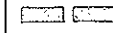
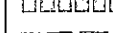
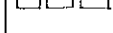


In addition to these projects, careful planning is needed to prevent overcrowding on the small-scale roads throughout much of the county that are not designed for heavy traffic and tourist use. A prime example is Highway 127 with its narrow, winding corners and sections that pass through residential neighborhoods. Careful planning is also needed for tourist travel along Highway 133 to avoid adverse effects on the sensitive salt marsh areas of the county.

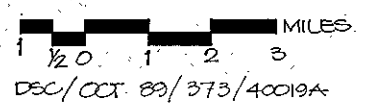
Public transportation in the county includes daily commuter rail service from Boston's North Station through Salem to Cape Ann and Ipswich. A project to reactivate the abandoned rail line between Ipswich and Newburyport is in the preliminary design and planning phases. Another commuter rail line runs directly from Boston to the Merrimack Valley and northwestern Essex County at Lawrence and Haverhill. The MBTA is considering a proposal to extend the Blue Line subway from Boston to Lynn.

The communities in the county are not generally connected by public bus service; however, extensive bus route networks serve the urbanized areas between Salem and Boston (the MBTA), in the Merrimack Valley (the Merrimack Valley Transit Authority), and around Gloucester and Rockport (the Cape Ann Transit Authority). Some of the bus routes in the county are periodically analyzed for ridership levels. Some routes in southern Essex County near Beverly, Danvers, and Peabody could be curtailed because of low use. The routes between Amesbury and Newburyport also have been found to have low ridership and could be cut back. Group bus tours travel within the county regularly. These tours often originate in Boston as day trips, with a lunch included at Gloucester or Rockport, or they may be a side trip of a longer en-route tour. Most tours go to Salem, Cape Ann, and the Merrimack Valley.

Boat transportation in the county includes group whale watch trips and harbor cruises



-  DIVIDED HIGHWAY
-  MULTI-LANE ROAD
-  COMMUTER RAIL LINE
-  PROPOSED RAIL LINE
-  ABANDONED RAILROAD CORRIDOR
-  MAIN OUTER-LOOP BIKE ROUTE
-  BOAT ROUTE



Essex
County
Transportation

ON MICROFILM

based out of Gloucester and a riverboat tour of the Merrimack based out of Haverhill. A tour originating at Newburyport passes through the fragile Plum Island area without stopping. The A. C. Cruise Line runs a summertime ferry between Boston and Gloucester. A privately operated water shuttle between Beverly and Boston was recently proposed and a boat was purchased by a private investor, but no place has been found in Beverly in which to dock.

Bike paths separate from main roads or highways are nonexistent in the county. The Rails-To-Trails Conservancy's *Abandoned Rail Corridor Assessment for the Boston Metropolitan Area* lists four different rail segments within Essex County that appear to have potential for bike trail development. Four additional segments may also have potential for bike paths. The Massachusetts Bicycle Map, published in 1987, lists a number of routes throughout the county that share the road with automobiles and buses. Most of the main routes are along scenic roads with lower traffic volumes. Alternate routes, usually along roads that are less scenic or carry heavier traffic volumes, are also listed. The map explains that routes are not official bike paths, but are the best available roads and streets for bikers to share with autos. It recommends that novice cyclists do not attempt most routes. The only known bike path under development in the county is in the city of Peabody, where an abandoned corridor is being developed into a path that can connect to highway routes in the west-central portion of the county. Most bike use by tourists is concentrated on Cape Ann and on quiet inland roads. MBTA has recently allowed bikes to be carried on trains and buses. Significant restrictions apply, such as Sundays and holidays only, no more than four bikes per train or two per bus, and requirements for permits and reservations for the day of travel.

PART TWO:
ALTERNATIVES AND FUTURE DIRECTION



Two categories of alternatives are analyzed in this report: The preservation and interpretation alternatives examine how various combinations of areas might be linked together and interpreted, while the management alternatives describe how the project might be directed and funded. Any of the preservation and interpretation alternatives could work with any of the management alternatives; thus, they are analyzed independently of one another. The alternatives at this stage of planning remain conceptual and will be followed by more detailed site-specific plans.

PRESERVATION AND INTERPRETATION ALTERNATIVES



This section of the report describes four possible alternatives for expanding the story of America's early settlement, maritime era, and industrialization by preserving and interpreting various combinations of related resources in Salem and Essex County. All of the alternatives are based on a set of common goals, which are described first. The alternatives range from confining the project to the city of Salem, to extending it into additional coastal communities and concentrating on the themes of early settlement and the maritime era, to additionally extending the project westward into communities along the lower Merrimack River and interpreting resources related to the theme of leather and textile industries. The existing situation is not considered a feasible alternative, but it is described to provide background information needed to understand the alternatives.

COMMON GOALS

All of the alternatives share a set of common goals established to provide direction for the Salem Project:

Focus on the preservation of resources while sensitively providing for their interpretation and use.

Tell a unified story of America's early settlement, maritime era, and textile and

leather industries. Incorporate existing interpreted facilities wherever feasible.

Enhance the quality of life for community residents through the preservation and sensitive use of heritage resources.

Be sensitive to the preferences of communities and the rights of individual property owners and avoid adverse effects on neighborhoods.

Establish the city of Salem as the project focus by developing the major visitor center there and by making the city the primary visitor destination.

Develop cultural sites as the major visitor destinations, but also include natural and scenic resources to enhance visitors' understanding and appreciation of the area's cultural and natural history.

Recognize Boston as a national transportation hub and establish the Salem Project as a major regional tourist attraction drawing visitors from this larger center.

Emphasize mass transit, boat, bus, bicycle, and pedestrian systems as alternatives to using automobiles to tour the Salem Project sites.

EXISTING SITUATION

The existing situation is one of change. The National Park Service has recently extended its programming outside the boundaries of Salem Maritime National Historic Site by opening an interim visitor center in downtown Salem. The Park Service plans to develop a permanent visitor center for the Salem Project to orient people to the story of America's early settlement, maritime era, and leather and textile industries. The superintendent of Salem Maritime and a National Park Service project planner are working with the Salem Partnership to develop Salem into a major cultural preservation and tourism center using the national historic site as an impetus for this development. The orientation at the national historic site is becoming much broader as the National Park Service gets more and more involved with private citizens and state, regional, and local governments in a joint preservation, interpretation, and development effort.

The continuation of the existing situation is not a feasible alternative for the Salem Project. If the situation continued, Salem Maritime National Historic Site would remain in a state of flux, with a visitor center outside the park boundary but no formal plan or consensus about how to integrate the national historic site with closely related city and county resources. Many nationally significant resources would receive only limited protection, and limited effort would be made to integrate the interpretation of these resources into a unified, comprehensive story.

ALTERNATIVE 1: SALEM ONLY / ALL THEMES

Description

The Salem Project could remain within the city limits of Salem. The city's historic and archeological resources and related natural and scenic areas would be preserved and

developed to interpret the themes of Salem's early settlement, the height and decline of maritime trade, and the subsequent development of the leather and textile industries. A centrally located visitor center would introduce these themes as part of a unified story and orient visitors to the related resources within the city. Visitors would be encouraged to leave their cars in existing and proposed large-scale parking lots near the visitor center and use alternate forms of transportation for travel between sites. Project tours would be structured to also allow visitors to leave their cars in Boston and travel to Salem on public transit. Salem would be developed as a transportation and visitor service hub with adequate lodging and other visitor services to support its being a major tourist destination.

Land acquisition by the federal government would be kept to a minimum. Instead, partnerships would be formed with the owners and managers of important resources, providing for their preservation and interpretation. To the extent possible, visitor programs that are already in place would be used, with appropriate additions and modifications, to interpret the project themes. Project managers would work closely with the various property owners to achieve a comprehensive and coordinated interpretive presentation. In areas where interpretation was weak, programs would be developed for additional properties. These programs could be supplemented by interpretive walking tours. Interpretive programs would be sensitively planned to minimize impacts on residential neighborhoods and other areas that might not be able to absorb additional visitors. For example, important resources in sensitive areas might be interpreted through off-site exhibits and in museums.

Properties important to the Salem story would be adequately maintained to ensure their long-term preservation and would be protected from incompatible development that could potentially destroy the historic character of the

communities. The most appropriate means of protection and preservation would be developed, recognizing that most of the properties would remain in private ownership.

For all tours visitors would first be oriented at the visitor center, then be directed to Salem Maritime National Historic Site. From there they could take different tours based on their interests. A major concentration of historic resources, including four national register districts (Derby Waterfront, Salem Common, Downtown Salem, and Chestnut Street) and potential historic and archeological resources exhibiting all the Salem Project themes, occurs within approximately five square blocks of downtown Salem. This core resource area provides an excellent opportunity to develop interpretive tours relying on pedestrian and trolley access. The early settlement tour would begin at Salem Maritime with the wharves, an early shipwright's home, and the oldest surviving brick house in Salem. From there visitors would go to the House of Seven Gables complex to see five early settlement structures, then move to the Essex Institute to see a beautifully restored middle-income Georgian Colonial home, one of New England's finest clapboard 17th century buildings, and a 17th century meetinghouse. The Peabody Museum and a 1637 cemetery would be across the street. Visitors would also see the nearby Salem Witch Museum and Witch Dungeon Museum, which although not theme-related historic resources, both interpret the Salem witch hysteria. At the Chestnut Street district visitors would see the Witch House and several excellent examples of early settlement homes. Eight historic structures along this tour already have interpretive programs related to this theme that could be incorporated into the Salem Project. The preservation and interpretation of these resources would help visitors envision the sober and hard-working Puritans who first settled in Salem and learn about some of the people involved in the witchcraft hysteria.

Salem has tremendous maritime resources that could provide visitors with a strong sense of the life-styles and urban patterns of the city. The maritime tour would include many different resources within the same five-block area as the early settlement tour. At Salem Maritime National Historic Site visitors would be close to the water, helping them sense the enormous importance of the harbor to the development of the city. They would be able to walk out on the wharves and tour the Derby Wharf Light, the elaborate U.S. customhouse, the West India Goods Store, a maritime warehouse, and the home of a wealthy merchant. From there they could stroll through other sections of the Derby Waterfront Historic District to see the clustered homes and tight streets of the artisan neighborhood and several maritime structures at the House of Seven Gables complex. Within this historically accurate waterfront setting, visitors would be encouraged to imagine the din created by the sawing and hammering in the Knockers Hole shipbuilding area, the boisterous arrival of sea captains and crews returning from voyages that may have lasted several years, the sights of strange cargoes arriving from exotic lands under the watchful eyes of merchants and the curious stares of throngs of bystanders, and the smells of the day's fishing catch mingled with those of foreign foods and spices and strange animals from around the world. From the waterfront visitors could go to the Salem Common Historic District to see the elegant merchants' homes surrounding the common and on the grounds of the Essex Institute. Directly adjoining this area is Salem's maritime downtown, where visitors could see the offices and stores that once handled exotic goods from around the world, and the Peabody Museum, where they could tour internationally acclaimed maritime exhibits. Just west of the downtown is the Chestnut Street Historic District containing one of the most architecturally outstanding streets in America, lined with the beautiful homes of wealthy merchants and sea captains. Within both the Salem Common and the Chestnut

Street districts visitors could sense the affluence of the city during its maritime days. The eleven maritime sites that are currently interpreted could be incorporated into the Salem Project to tell a unified story of the height and decline of the maritime era. Interpretation would address not only structures and their interiors, but also the city's historic site plan and the people who lived here.

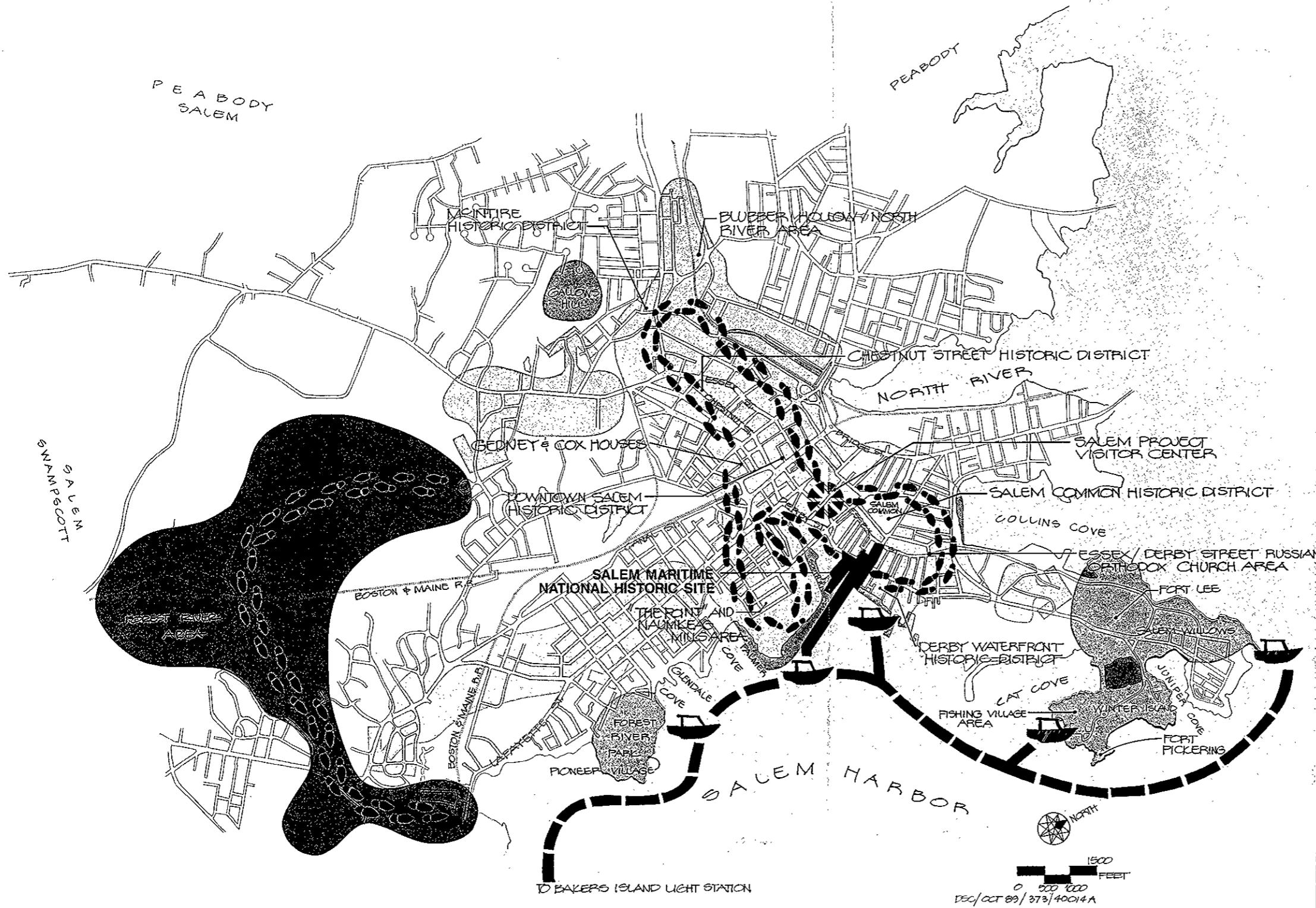
The leather and textile industries would need the most development of all the Salem Project themes. The tour interpreting these themes would begin at Salem Maritime with the wharves and the Polish Club. Visitors could then move through the city's historic districts to see the tightly clustered neighborhoods where the immigrants lived and the more parklike residential areas of the wealthy industrialists. The potential also exists to incorporate the huge Naumkeag Steam Cotton Mill complex, historic tanneries, a shoe factory, and the canal used by the leather industries into this tour. Project managers would seek public access to one or more of the factory buildings and residences from this period. Interpretive presentations would be broadened to cover the evolution of the city and the changes that occurred during the transition from the maritime to the industrial era, when maritime entrepreneurs invested heavily in manufacturing and when neighborhoods shifted from maritime artisans to immigrant factory workers and from wealthy sea captains and merchants to rich industrialists. Visitors could gain a sense of the dominance of the city's huge textile factory and the economic importance and environmental impacts of the tanning industry. However, many of Salem's significant industrial resources, particularly those related to the leather industry, have been destroyed, making it difficult to interpret these aspects of the city's history.







Additional cultural resources in outlying areas would further expand the visitor experience. An interpretive program would be developed

for the two maritime forts in the Winter Island/Salem Willows area. The potential fishing village archeological site could provide an excellent opportunity for visitor involvement in an archeological investigation. Pioneer Village, a valuable educational resource and a potential historic resource, would be used to help explain the early settlement theme. Gallows Hill, a potential historic resource, would be further studied to determine its relationship to the witch hangings and how the site might fit into the interpretive program of early settlement. The Bakers Island lighthouse could be incorporated into a boat tour to enhance the maritime story.

Natural resources would be interpreted in both urban and rural parts of the city. In the Forest River area, which is one of the most natural environments in the city, visitors could experience the rugged coastline, marshlands, and dense forests that frustrated the early settlers' attempts at farming and lured them into maritime pursuits. Visitors would be encouraged to visualize the city's historic coastline to better understand why the early settlers chose certain sites for harbors, lighthouse posts, and urban centers. They could then compare what the coastline originally was like to the current waterfront area and see the vast changes that have occurred, particularly to the city's rivers, which have been extensively filled or channelized.

Alternative transportation systems utilizing trolleys, buses, bikes, and boats would be emphasized for travel to the outlying cultural resource areas and the Forest River. Boat tours would be a high priority because of their direct tie with the maritime theme. The boat tours could connect many of the most significant cultural resource areas, including Salem Maritime National Historic Site, the House of Seven Gables Historic District, Winter Island, Salem Willows, and Forest River Park. Boats could provide continuously circulating service and could interface with a



-  CORE CULTURAL RESOURCE AREA
-  OUTLYING CULTURAL RESOURCE AREA
-  NATURAL RESOURCE AREA
-  LINKAGE CORRIDOR
-  POTENTIAL BOAT ROUTE AND STOPS
-  TRAIL CORRIDOR

Alternative 1:
Salem Only /
All Themes

ON MICROFILM

trolley or bus system, providing visitors with efficient service between the central core and all the outlying areas. Bicycles would work especially well in the Winter Island/Salem Willows area, and a rental concession could be provided to encourage their use. A study would be conducted to consider the use of abandoned railroad corridors and the multiple use of active railroad corridors for future bikeways.

Impacts

Resource Protection. A unified, focused program of maintenance, sensitive development, and research would help ensure the long-term preservation of Salem's significant cultural resources and help perpetuate the historic character of the city. The major limitation of this alternative would be the focus on Salem only. No direct improvement in resource preservation or appreciation would result from the project in other communities in Essex County. Some of the county's significant resources are highly threatened with demolition or incompatible development, and some loss of significant resources and the historic character of some of the communities would be expected. This would be particularly true for some of the industrial communities along the Merrimack, where the sense of cultural heritage is not as well developed as it is in some of the coastal towns.

A comprehensive interpretive program would help educate visitors and community residents about the value of Salem's cultural, scenic, and natural resources and encourage preservation of all these aspects of the environment.

Sensitive resources, including the Forest River area, would be carefully designed to minimize the adverse effects of tourism while providing for resource interpretation.

Visitor Experience. Visitors would be provided with a clear and unified interpretation of Salem resources through which they could gain an understanding and appreciation of the significant role Salem played in early settlement, the maritime era, and development of the leather and textile industries in New England. The information and orientation services provided at the visitor center would help people know where and how to experience the Salem Project story. The interrelated interpretation, environmental education, and recreational opportunities provided through the project would increase the variety and quality of opportunities available to visitors and enhance their experiences in Salem.

The story that could be told at Salem would not be nearly as complete or comprehensive as the story that could be told by incorporating closely related Essex County resources. This alternative would not allow the opportunity to compare resources within different communities, to clearly illustrate the evolution of maritime and industrial development through time, or to use exceptional natural resources existing throughout the county to interpret how natural systems influence and are influenced by cultural development.

Assuming they were effectively designed for tourism, alternative transportation systems, particularly boat tours, could be a fun and memorable part of people's Salem Project experiences.

Quality of Life for Community Residents. Tourism in Salem would most likely increase, with associated increases in local retail sales and expansion of the local service sector. This alternative would particularly impact the downtown area where revitalization and increased use would enhance the spirit, excitement, and vitality of the city. Salem has inadequate overnight accommodations, especially for families. With increased visitation, there would be a major need for

more accommodations suitable for diverse income groups near the downtown area. The increased visitation would also have some spinoff effects on nearby communities in terms of retail sales and services, and some additional accommodations might also be needed in several of these communities. Additional facilities needed to accommodate tourism would have to be carefully sited and planned to avoid degrading the historic fabric and the natural and scenic resources of the communities.

Automobile access to and within Salem is difficult at present. With increased visitation, traffic problems would worsen in Salem and in adjacent communities. This impact would be greatest along State Highways 1A and 114 and at the major entry areas to Salem (Riley Plaza and the bridge area at highway 114 over the North River). An expanded parking facility will be constructed in the near future at the MBTA parking lot near the highway 114 bridge in Salem, and additional solutions to these problems are being studied. Salem might incur additional expenses for road, parking, and bus improvements, and perhaps also law enforcement and other services to meet visitor needs. A program to intercept visitors in Boston and encourage them to use mass transit for travel to Salem would help reduce the potential for traffic congestion in Salem. If transportation and other urban service improvements were needed, local and state tax revenues from increased tourism should offset at least part of the costs.

Enhancing residents' awareness of their significant historic, natural, and scenic resources would increase their pride in their community and promote the development and perpetuation of culturally vital, ecologically healthy, and aesthetically pleasing living environments.

ALTERNATIVE 2: ESSEX COUNTY COASTLINE / THEMES 1 AND 2

Description

The themes of early settlement and the maritime era could be greatly enhanced by extending the Salem Project beyond the city of Salem to include the coastal area of Essex County. Tours of cultural, natural, and scenic resources related to these themes would be developed to tell a unified story beginning with the founding of Salem and extending through the height and decline of the maritime era. The third theme of leather and textile industries would be interpreted briefly at the Salem visitor center to complete the city's history by explaining how the maritime era contained the roots of the industrial era that followed; however, no further interpretation of this theme would be incorporated into the Salem Project.

Salem would remain the focus for the entire project: It would have the major visitor center, which would interpret a unified story of all the Salem Project themes, and it would be the primary destination area from which visitors would travel to related resources along the coast. Tours would be structured to encourage the use of alternative transportation systems originating in Boston or Salem.

At Salem, visitors would be introduced to the project themes and how they interrelate, be oriented to the project resources, and receive information about transportation, lodging, and other visitor services for the entire Salem Project. They would tour the city's cultural, natural, and scenic resources related to the themes of early settlement and the maritime era (see alternative 1). They would also be made aware that the coastal area of Essex County is critically important to fully understanding these themes. Visitors would be encouraged to travel from Salem to other important county resources, each of which would interpret a unique aspect of one of the themes, based on the special characteristics of

that site, while always tying back into the overall Salem Project story. Significant scenic and natural resources, as well as cultural resources, would be used to help visitors understand the project themes and to enhance the overall visitor experience. The interpretation and development of any resource would depend upon the sensitivity of the resource, the number of potential visitors expected and desired, and the needs and wishes of the individual property owner.

As in Salem, areas with existing interpretive programs would be used as much as possible. Salem Project managers would work closely with the individual property owners and communities to develop and convey a unified story of early settlement and the maritime era. The specific interpretive programs developed for specific sites in Salem and other towns would be continuously related to this comprehensive story. Project managers would explore means of maintaining and protecting important properties, recognizing that most of them would remain in private ownership. As in the other alternatives, land acquisition by the federal government would be kept to a minimum and interpretive programs would be sensitively planned to minimize impacts on residential neighborhoods and other areas that might not be able to absorb additional visitors.

The theme of early settlement would be interpreted along a primary coastal route that would lead from Salem along the coast to Ipswich, Rowley, Newbury, and Newburyport. At Ipswich visitors could see the greatest concentration of first-period homes in America clustered around original commons and along riverfronts and colonial streets, appreciating the fine workmanship in the buildings and perhaps sensing other attributes, such as the early settlers' need to group together for safety. Consideration would be given to incorporating all of the town's significant resources into a walking tour that would allow visitors to experience the evolution of its historic neighborhoods and gain a sense of early town development. After

Ipswich, visitors would stop at Rowley to see the original 1639 landing site of the town's original settlers (assuming this potential resource proved to be important to the Salem Project). Moving on to Newbury, visitors would see another original town landing site, this one on the Parker River, with a small-scale early settlement around the original green. The original settlement at Newbury moved from this small river valley to a ridgetop, and finally to the mouth of the Merrimack River, and visitors could follow and learn about this evolution as they traveled from Newbury to Newburyport. In Newbury visitors could also tour a national historic landmark farm that has remained in agricultural use for more than 300 years.

A shorter tour route would link the early settlement sites closer to Salem, including Saugus, Danvers, Beverly, Marblehead, and Topsfield. Along this smaller loop visitors could experience America's earliest sustained Iron Works at Saugus. In Danvers they could move through a rural landscape where much of the witchcraft hysteria occurred, sensing both the peacefulness of the scene and the horror of what occurred there. They could tour the farmstead and old family cemetery of one of the first persons accused of witchcraft and see the remains of the home where the hysteria began. In Beverly they could tour the house of the minister who eventually helped halt the madness. In Marblehead they could tour a community that retains much of its original character as an early New England fishing village. And in Topsfield they could see the finest surviving example of Elizabethan architecture in America. By experiencing this diversity of early settlement resources, visitors could gain a good sense of the first settlers' self sufficiency, religious piety, and industriousness.

The theme of the maritime era would be interpreted along a primary tour route that would begin in Salem and continue northward along the coast to Beverly, Gloucester, Rockport, Cape Ann, Essex, Newburyport,

Amesbury, and Haverhill. Shorter tour areas outside the main loop would include Marblehead and Danvers. These tours of the county's maritime era resources would allow visitors to explore the differences and interrelationships between a great variety of historic communities. They would see quaint fishing villages where independent fishermen clustered around small harbors; historic shipbuilding centers where the few homes were dominated by shipyards and boathouses; another important trading city similar to and yet distinctive from Salem; and a major fishing center that is still active today. The major stops outside Salem would be Gloucester and Newburyport, but other noted areas would help complete the story. At Beverly tourists could visit the local museum and learn about privateering. They could then travel along the coast to Gloucester, enjoying views of the rocky shoreline and several scenic villages along the way. Gloucester would offer a great variety of maritime experiences, quite different from those available at Salem, associated with its historic but still active fishing harbors and fish-processing industries. At Gloucester visitors would see working fishermen with their boats and equipment near historic homes of merchants and sea captains. They could visit the city park with its historic two-masted wooden schooner, a marine railway (a potential resource), and the home and works of a famous maritime seascape artist, and see some of the ongoing fishing industries. Visitors wishing to experience more of Cape Ann could go to Rockport, where they could tour the twin lighthouses, then continue around the cape, visiting several picturesque villages reminiscent of the scale of maritime-era fishing communities. Leaving Cape Ann visitors would travel north to Essex, where potential resources related to shipbuilding promise to greatly enhance interpretation of this theme. Continuing to Newburyport, people could tour a city similar in history to Salem, providing an excellent opportunity for comparison in terms of architecture and city design. The maritime

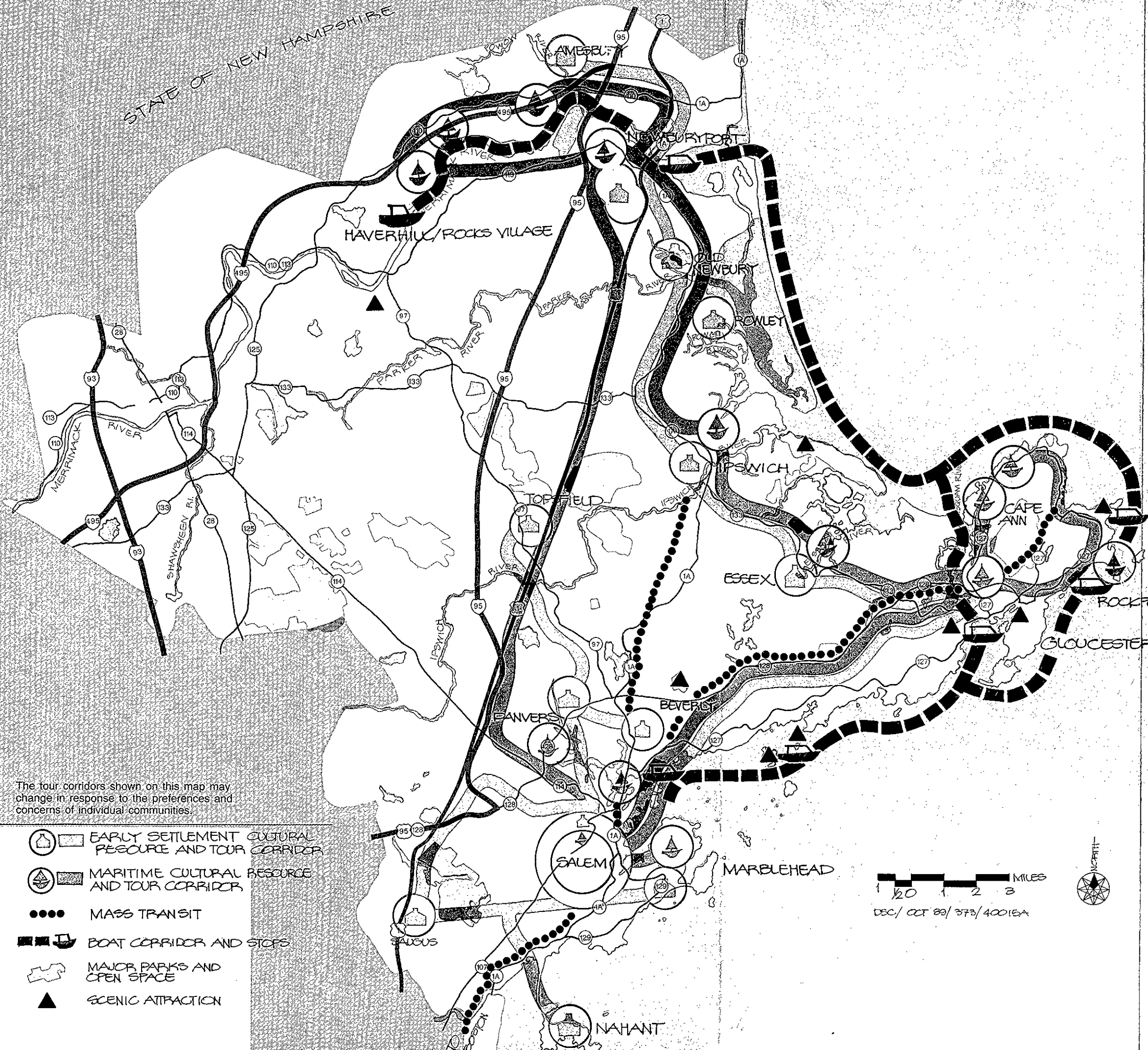
story would extend up the Merrimack to include the historic shipbuilding centers in Amesbury and Haverhill.

A much shorter tour route for interpreting the maritime theme would begin in Salem, then go to Marblehead, where visitors could tour a maritime city that peaked somewhat earlier than Salem, and Danvers, where they could see the summerhouse of one of Salem's preeminent merchants and the country estate of a wealthy sea captain.

Alternatives to the use of private automobiles would be strongly encouraged. Project managers would work closely with transportation companies to explore the feasibility of boat service along the coast and portions of the lower Merrimack River and bus service linking the Salem Project sites. The creation of effective boat transportation would be a high priority since it relates so strongly to the themes. Project managers would also cooperate with mass transit authorities to explore ways of making the transit system attractive to tourists, and they would study methods of moving visitors from some of the transit stops to key resource areas. A study could be conducted to identify appropriate bike routes and tie-ins with other forms of transportation. Consideration would be given to providing interpretation at mass transit, boat, and bike stops, rather than orienting the interpretive program to automobile tours.

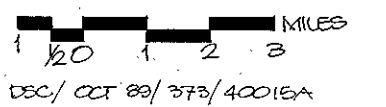
Automobile routes would be considered secondary to alternative transportation routes. Several theme-related routes would be identified to lessen the impact on any one route. Large-scale highways, such as US 1 and State Highways 128, 1A, and 110, would be designated as primary tourist corridors. These highways could accommodate tourist traffic and link most of the early settlement and maritime resources. Additional routes with excellent interpretive and scenic qualities include State Highways 127, 127A, 133, 113, portions of 1A, and the Pleasant Valley Road.

STATE OF NEW HAMPSHIRE



The tour corridors shown on this map may change in response to the preferences and concerns of individual communities.

- EARLY SETTLEMENT CULTURAL RESOURCE AND TOUR CORRIDOR
- MARITIME CULTURAL RESOURCE AND TOUR CORRIDOR
- MASS TRANSIT
- BOAT CORRIDOR AND STOPS
- MAJOR PARKS AND OPEN SPACE
- SCENIC ATTRACTION



Alternative 2:
Essex County
Coastline /
Themes 1 and 2

ON MICROFILM

These highways would have to be carefully studied before they were designated as auto tour routes because of their small scale, surrounding residential land use, and potential suitability as bike routes. State Highway 127 and US 1 would be interpreted in some manner, since one exemplifies the design characteristics of colonial times and the other expresses federal period design. Incentives to strongly encourage alternative modes of transportation would be studied.

Significant natural and scenic resources related to the cultural themes would also be included in the interpretive program. All the major natural landscape types (coastal and marine environments, rivers, and mixed forest/freshwater marsh) would be interpreted along the tour routes to make visitors aware of the critical connections between the natural and cultural environments. Salem Project managers would work with the Massachusetts Executive Office of Environmental Affairs and the Trustees of Reservations to establish the best interpretive links with natural and scenic resources. Examples of possible linkages would include the following: Halibut Point State Park and Reservation near Rockport and Gloucester would be a good place to give visitors a glimpse of the rugged and harsh conditions the early settlers and mariners had to deal with along Essex County's rocky coastline. The nearby 3,000-acre Dogtown Commons is a historical and natural area with good potential for interpretive and recreational pursuits. The area is currently undeveloped and unsafe. Upgrading would be needed to ensure a pleasant visitor experience and to provide resource protection and interpretation.

Further north, traveling along State Highway 133 toward the towns of Rowley and Newburyport, visitors would pass through the dramatic salt marsh coastal areas so important to the livelihood of the early settlers and now known to be critically important to the region's environmental health and quality of life. To protect this highly sensitive area from

overuse and degradation while providing for interpretation and recreational activities, project managers would look for ways of improving public transportation along this linkage route. The potential for impacts associated with increased use of private automobiles would be minimized by prohibiting any pullouts or interpretive signs that would encourage indiscriminate or unsupervised exploration or use of the salt marshes from the road. Instead, visitors would be directed to the excellent visitor facilities at the Richard T. Crane Jr. Memorial Reservation and the Parker River National Wildlife Refuge. The Parker River National Wildlife Refuge, in conjunction with adjacent historic resources, could help illustrate how the early settlers adapted to the natural environment and utilized the marshlands as extremely rich sources of wild hay and shellfish. The Maudslay State Reservation, directly across the Merrimack River from the proposed Lowell Boat Shop Historic District, could provide excellent interpretation of the river and how it supported the area's extensive shipbuilding industry.

The inland portions of the county along US 1 still retain some dense forestlands protected in state reservations and a few properties held by the Trustees of Reservations. These sites would offer visitors a chance to understand the timber resources available to early settlers for home construction and shipbuilding. The inland mixed forests and river environments would also offer a range of recreational and educational experiences, including relaxation and environmental education at the Massachusetts Audubon's Ipswich River Sanctuary, canoeing along pristine and quiet rivers, and hiking and interpretive programs at Agassiz Rock, Boxford State Forest, and Harold Parker State Forest. Some interpretive and visitor use facilities at these locations could be upgraded and more effectively tied into the Salem Project.

Impacts

Resource Protection. Expanding the Salem Project's resource preservation program to include Essex County resources related to early settlement and the maritime era would help ensure the long-term preservation of key historic districts in the communities of Salem, Beverly, Danvers, Gloucester, Essex, Marblehead, Ipswich, Rowley, Newbury, Newburyport, Amesbury, Haverhill, and Saugus. A unified, focused program of maintenance, sensitive development, and research would preserve significant individual properties and perpetuate the historic character of these communities. County resources related to the theme of leather and textile industries would not be included in this preservation effort. Some of these properties are highly threatened with demolition or incompatible development, and some loss of historic resources and the historic character of industrial communities would be expected.

A comprehensive interpretive program would help educate visitors and community residents about the importance of the cultural, natural, and scenic resources included in the project. Increased appreciation for these resources could help ensure their long-term preservation. Easily degraded resources, such as the salt marsh areas between Gloucester and Newburyport, would be carefully designed to minimize the adverse effects of tourism while providing for their interpretation. Salem Project managers would cooperate with the Massachusetts Department of Coastal Zone Management to ensure that any federal activities within this area would comply with the state plan and meet all regulations under the Coastal Zone Management Act.

Visitor Experience. The interpretation of interrelated coastal resources from many towns would give visitors a much more complete picture of the areas's early settlement and maritime era than could be gained in Salem alone. However, visitors would still not be receiving as comprehensive

an interpretive story as could be told. The failure to develop the themes of the leather and textile industries might make it difficult for visitors to understand the progression of history in this area.

As described for alternative 1, boat tours could be a fun and memorable part of people's Salem Project experiences. Visitors would be encouraged to take longer coastline tours and tours along the Merrimack River under this alternative.

Quality of Life for Community Residents. Visitor use would increase in Salem and in coastal communities with related resources. For many of the communities this would be welcomed, since a successful tourism industry would stimulate economic revitalization. However, several coastal communities, such as Manchester, Rockport, and Marblehead, are already overcrowded with visitors, which is causing problems of traffic congestion, inadequate parking, and a reduction in the quality of life. These towns could potentially be adversely affected by increased visitation associated with the Salem Project. There are also several small-scale residential areas, like Newbury, included in the interpretive program, whose character could be changed by an influx of tourists. Salem Project managers would work closely with these communities to help solve their tourism problems and to ensure that interpretive programs in residential areas were appropriate for those areas and respected the rights of private property owners. Careful transportation and interpretive planning would be needed. Some communities might incur additional expenses for improving roads, parking, bus service, law enforcement, and other services; however the development of alternative modes of transportation and incentives for visitors to use these systems would reduce the potential for increased traffic congestion and parking deficiencies. In addition, the designation of alternative routes would help disperse tourist traffic and reduce the potential for negative impacts along heavily used major

thoroughfares and small-scale roadways. The limited focus of the project would not allow for the dispersion of visitors to less impacted communities in the county's interior.

The increased use of the area would result in additional local retail and service sector sales. Additional accommodations for diverse types of visitors would be needed in Salem and in other coastal communities where visitors would be spending longer periods of time, most notably around Cape Ann and in Ipswich and Newburyport. These accommodations would have to be carefully sited and planned to avoid degrading the historic fabric or natural resource values of these communities.

Salem Project interpretive programs would increase residents' appreciation of and sensitivity to their cultural, natural, and scenic resources, which could lead to increased emphasis on resource preservation and better living environments for urban residents.

ALTERNATIVE 3: COUNTYWIDE / ALL THEMES

Description

The Salem Project could be further expanded to use cultural, natural, and scenic resources along the coast and the lower Merrimack valley to tell a comprehensive story of early settlement, the maritime era, and the development of the leather and textile industries. As in the other alternatives, Salem would still be the project focus and the prime destination area with the major visitor center. The visitor center would interpret all three project themes, emphasizing how they interrelate, and orient visitors to related resources throughout the county and how best to experience them. At the center, visitors would receive information about travel routes related to each theme, available tours, and lodging and other visitor services in or near communities with Salem Project resources.

Interpretive programs would be structured to encourage visitors to leave their cars in Boston or in Salem and to visit the Salem Project sites using alternative modes of transportation. Salem would be developed as the project's transportation and visitor service hub.

From the visitor center tourists would travel around Salem visiting resources representative of all three themes, as described for alternative 1. Salem's resources would tell an important piece of the Salem Project story, yet visitors would be made aware of the importance of also seeing closely related county resources to gain a more complete and comprehensive picture.

From Salem, visitors would move out into the county along routes designed to help them experience additional cultural, natural, and scenic resources related to the theme or themes that most interested them. All the interpretive routes would begin in Salem, where all the themes would be interpreted and interrelated. Interpretation of individual historic sites would focus on the special characteristics of each site, while always tying back into the overall Salem Project story. As in all the alternatives, areas that are currently interpreted would be used as much as possible, and Salem Project managers would work closely with individual resource owners and communities to create one unified story for the entire project. Resources important to the Salem Project would be maintained and protected from incompatible development and use. Sensitive resources would be avoided or carefully designed to minimize the impacts of tourism while allowing for their interpretation.

Resources related to the first two themes would be incorporated into the project as already described for alternative 1 (for resources in Salem) and alternative 2 (for those in other coastal towns). Interpretive programs would be expanded somewhat to ensure that interrelationships between those themes and the third theme were adequately

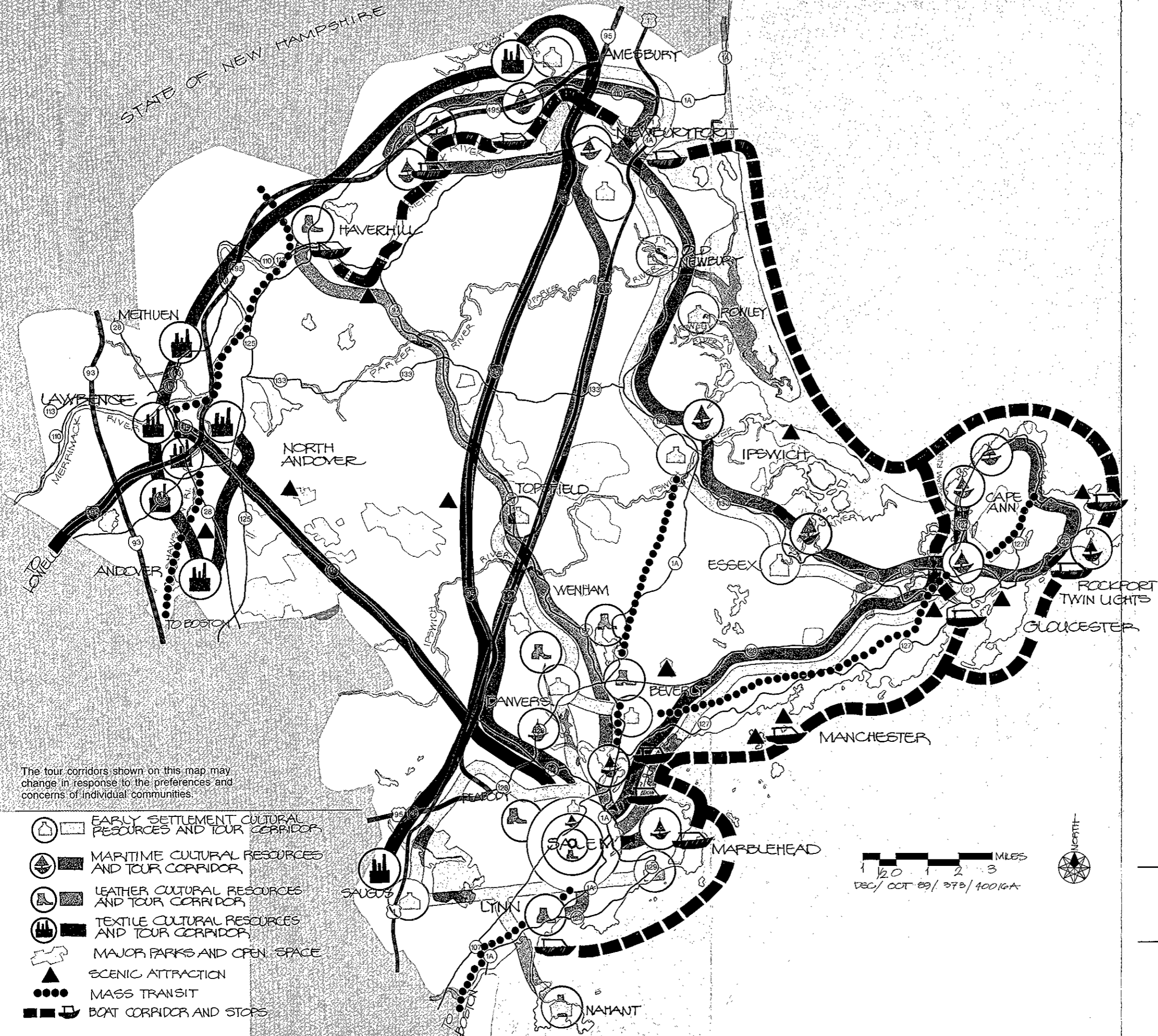
described. Resources related to the theme of leather and textile industries would be preserved, developed, and interpreted as described below.

The story of the leather industry would expand out from Salem along a primary tour route that would link related resources in Peabody, Beverly, Danvers, Wenham, and Haverhill, which together represent the evolution of the leather industry, the tanning industry, the planning of shoe cities, and related immigration and labor. Tourists would experience the tanneries in Peabody (assuming those potential resources proved important to the project) and could tour the exhibit on tanneries and the tanning process in the nearby town museum. They would then move to Beverly to see the large-scale United Shoe Machinery Corporation factory (another potential resource) and the nearby clubhouse. From there, they could travel to Wenham's 10-foot shoe shops, which are interpreted as museum exhibits, and to Danvers, where they would see numerous home-scale shoe factories expressing a later stage in the development of the shoe industry. These resources are all near Salem. From Danvers tourists would move inland through the rural portions of the county to Haverhill, where they would experience extensive historic resources and the site planning and design of the Queen City of Shoes. They would see central shops and a diversity of large factories from different periods, as well as several neighborhoods that have been identified as potential resources. The unified story presented along this tour route would help visitors understand how the workers involved in this industry went from being independent rural farmers to mass laborers within an urbanized industrial system. The Salem Project would focus on helping communities like Haverhill and Danvers fill the current gaps in interpretation and on developing brochures and walking tours to promote visitor interest in and understanding of the evolution and the characteristic features of the leather industry towns.

Visitors with less time could visit Beverly, Danvers, Peabody, and Lynn. At Lynn they would see excellent examples of large-scale factory buildings and some of the fabric of a major shoe city, all interpreted at the nearly completed Lynn Heritage State Park visitor center. However, because of the city's devastating fires, Lynn no longer retains the diversity of resources still exhibited at Haverhill.

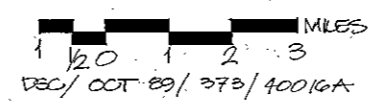
The tour of textile industry resources would begin in Salem and extend to the lower Merrimack valley towns of Andover, North Andover, Lawrence, Methuen, and Amesbury. Along this route visitors would experience the evolution of planned textile industrial communities, machine production villages, diverse types of industrial housing, and related commercial centers. From Salem visitors would travel to Lawrence, whose nine historic districts express the various components of a large-scale industrial city. The heritage state park and visitor center would be the major interpretive resource for the city. Visitors could then move south to see the range of early to late textile industrial complexes at Andover and the machine factories and community facilities in the adjacent city of North Andover. The Museum of American Textile History would be a significant interpretive resource in North Andover until it was relocated to Lawrence. Interpretive programs would have to be developed for most of the sites in Andover and North Andover. People wishing to see an early, very well preserved textile factory complex could also travel to Methuen, to the north of Lawrence. The proximity of the large range of textile mills and associated structures in Lawrence and adjacent communities provides an excellent opportunity for visitors to envision the evolution of the industry and sense the different working and living conditions of the many different classes of workers and managers in the villages and large urban centers. Interpretation would call people's attention to the evolving architecture, site planning, and scale of the textile industry

STATE OF NEW HAMPSHIRE



The tour corridors shown on this map may change in response to the preferences and concerns of individual communities.

- EARLY SETTLEMENT CULTURAL RESOURCES AND TOUR CORRIDOR
- MARITIME CULTURAL RESOURCES AND TOUR CORRIDOR
- LEATHER CULTURAL RESOURCES AND TOUR CORRIDOR
- TEXTILE CULTURAL RESOURCES AND TOUR CORRIDOR
- MAJOR PARKS AND OPEN SPACE
- SCENIC ATTRACTION
- MASS TRANSIT
- BOAT CORRIDOR AND STOPS



Alternative 3:
Countywide /
All Themes

ON MICROFILM

communities, and also compare the characteristic features of these cities to those of shoe cities like Haverhill.

Moving away from the area of resources concentrated around Lawrence, visitors would travel east along the Merrimack River to Amesbury to see the diverse Amesbury and Salisbury Mills complex. Travel along the Merrimack would also offer excellent opportunities to interpret the significance of the river to the valley's historical development and to the future environmental and socioeconomic health of the entire county. Access and interpretation would be designed and planned to retain the river's rural and scenic character near the industrial and historical segments of the river.

The river's tributaries and the natural and scenic public areas in the eastern part of the county would be used to help provide an in-depth picture of the area's industrial history. For example, Weir Hill Reservation could be used as an interpretive area from which visitors could gain a broad overview of Lawrence and its surrounding urbanized communities.

The story of Essex County's textile industry would be closely coordinated with interpretation at Lowell National Historic Site in adjacent Middlesex County to ensure that it enhanced and broadened, and did not simply repeat, the story already told at Lowell. Visitors to Lowell would receive information about the Salem Project and be encouraged to tour the Salem Project sites to learn more about the industrial development of the lower Merrimack valley. This approach would broaden the visitor experience and provide numerous communities in the valley with an impetus for revitalization and preservation of their historic resources.

Effective alternative transportation systems originating out of Salem would be studied and well developed to minimize the need for visitors to use their cars. Boat transportation

would be considered for travel along the coast and the Merrimack River, as described in alternative 2, and possibly expanded to include a stop in or near the Washington Street District of Haverhill. If this was not possible, Amesbury might be the only textile resource area that could be reached by boat along the Merrimack River. However, boat access along the coast could possibly be extended from Salem to Lynn. The use of mass transit between Salem and Gloucester/Rockport, Salem and Ipswich/Newburyport, and within the greater Lawrence/Haverhill metropolitan area would also be encouraged. Salem Project managers would work with the Massachusetts Transit Authority to create incentives and an effective mass transit experience for visitors. With the exception of a planned extension to Newburyport, these lines already exist, and the excellent Lawrence/Haverhill mass transit line links the majority of the historic districts in and around those cities. A shuttle system might be needed between some of the transit stops and the resource areas. Another possibility would be the introduction of a historic tourist train along the abandoned tracks from Salem to Lawrence. To encourage use of boat tours and public transportation, interpretation would be placed at relevant boat docks and mass transit stops, and bus and walking tours would be designed to include these locations. Bus and/or trolley transportation would be further studied and developed to connect districts and to provide access within particular districts or sites. Abandoned railroad corridors and potential bike routes would be further studied to provide yet another transportation option to tourists.

For visitors who felt compelled to drive their own cars, State Highway 97 would be the primary route for traveling away from the coast into the interior of the county and the lower Merrimack valley. While State Highway 114 most efficiently links Salem and Lawrence and from there to Haverhill, those two cities could also be visited as an

extension of the coastline tour if visitors leaving Amesbury continued further west along any one of several routes, including State Highways 110 and 113 and I-495, to Haverhill. Visitors driving to Lawrence would be encouraged to leave their cars near one of the industrial districts and travel within the city and to surrounding areas by mass transit.

Impacts

Resource Protection. Expanding the Salem Project to include resources related to the theme of leather and textile industries would help ensure the long-term preservation of many more resources and communities than would be preserved under alternative 1 or 2. Cultural resources representative of this theme are in many cases the ones most lacking in preservation. By including this theme, this gap in preservation would be reduced. A unified, focused program of maintenance, sensitive development, and research would preserve cultural resources and help perpetuate the historic character of the communities of Amesbury, Andover, Haverhill, Lawrence, Methuen, North Andover, and Wenham, as well as the communities benefited in the other alternatives.

A comprehensive interpretive program would help educate visitors and residents about the importance of cultural, natural, and scenic resources on a countywide scale. Some communities' pride in and appreciation of their unique cultural and natural heritage might be enhanced, with potentially far-reaching implications for resource preservation.

Careful planning would ensure that visitors were not directed to sensitive resources and that interpretive techniques did not harm the environment.

Visitor Experience. The interpretation of all three themes using interrelated resources throughout the county would give visitors a

more complete picture than they would receive in either alternative 1 or 2 of the area's history from early settlement, through the maritime era, to the leather and textile industrial periods. Visitors' understanding and appreciation of each segment of history would be enhanced by knowing how it related to earlier and later events, and some visitors would gain a sense of being part of the continuing evolution of the story. Also, visitors would have many more experiences to choose from.

The major disadvantage of this alternative would be the difficulty of adequately telling the textile and leather stories from a center in Salem. Although the leather and textile industries figured prominently in the city's history, Salem no longer retains many resources representative of these themes. Salem has excellent resources for introducing visitors to all three themes, but other communities in the county would provide a more appropriate focus for interpreting the leather and textile industries.

Boat tours and the historic train ride, if feasible, could be a fun and memorable part of people's Salem Project experiences.

Quality of Life for Community Residents. Because this alternative would expand the Salem Project into the entire county and provide visitors with many tourist options, more visitors would be likely to come to Essex County and remain for several days. The increase in tourism would most likely be welcomed in the industrial communities, where it would be expected to help revitalize neighborhoods, generate a positive community image, and improve the quality of life for residents. In communities where tourism is already well developed, the Salem Project would have a less beneficial effect. The existing problems associated with tourism along the coast would require careful transportation and interpretive planning, as described for alternative 2. In addition, traffic congestion would likely increase in several of

the inland and Merrimack River communities, requiring Salem Project assistance in those areas, as well. This would be especially true for Haverhill, where Washington Street is already heavily congested. Well-located parking facilities are currently being built in Haverhill, which should solve some of these problems. Additional road and parking improvements might be needed in the future; however, by encouraging access to Haverhill by boat or bus, then providing group tours to the surrounding resource areas, some of the traffic impacts could possibly be minimized. The project would also encourage the use of mass transit between Haverhill and Lawrence to reduce the need for private automobiles.

Dispersing visitors to the lower Merrimack valley as well as to the coast might relieve the current concentration of tourists along the coast. This dispersion would be more effective if recreational modes of transportation, such as a historic train ride, were used to transport visitors between Salem and the cities and towns along the Merrimack.

The increased use of the area by regional and national tourists would result in increased demand for accommodations and other visitor services and additional retail sales for convenience goods. The need for additional tourist facilities would be greatest in Salem, but would also increase in other communities with significant concentrations of Salem Project resources, such as Gloucester, Ipswich, Newburyport, and the Lawrence/Haverhill area. Many of the communities tourists would pass through on route might also benefit economically from increased tourist activity. Additional tourist facilities in Salem and other communities would be carefully sited and planned to avoid degrading the historic fabric and the natural and scenic resources of these communities.

By extending the project to include leather and textile resources, many communities that need a boost in pride and an appreciation for their unique cultural heritage would be

included. The project would educate residents about the importance of cultural, natural, and scenic resources on a countywide scale, which could contribute significantly to coordinated land use planning and greatly enhance the quality of life for the county's residents. The redevelopment and use of some of the more deteriorated areas of some communities should improve public safety.

ALTERNATIVE 4: COUNTYWIDE / ALL THEMES / SECONDARY CENTERS IN LAWRENCE AND HAVERHILL

Description

This alternative would be similar to alternative 3, but it would add secondary interpretive centers at Lawrence and Haverhill. As in the other alternatives, Salem would remain the primary destination with the major visitor center where all three themes would be related and where visitors would be oriented to the project resources throughout the county. Salem would also be the hub where visitors would receive information about transportation, tours, accommodations, and other visitor services. Unlike alternative 3, this alternative would take greater advantage of the preeminent textile resources of Lawrence and the leather resources of Haverhill and direct tourists to visitor centers in those cities for in-depth interpretation of those Salem Project themes. Interpretation at the Salem visitor center would concentrate on the first two themes of early settlement and the maritime era, and on clearly tying all the themes together to tell a unified story of the Salem Project.

In Salem, visitors would be introduced to the story of the county's textile industry and see several quality resources, including the Naumkeag Steam Cotton Mills and immigrant worker and wealthy industrialist neighborhoods. They would then travel to the secondary center in Lawrence, where they would receive a more in-depth interpretation

of the textile industry related to the Salem Project. Project managers would work closely with managers of the Lawrence Heritage State Park visitor center and the proposed Museum of American Textile History in Lawrence to develop a unified story of the textile industry in Essex County and to relate it to the other Salem Project themes. After touring Lawrence's extensive resources, visitors would experience the surrounding communities related to this theme as described for alternative 3.

Visitors would also be introduced to the leather industry theme in Salem and see that city's limited remaining leather resources. They would then travel to Haverhill, where a new visitor center would be developed to interpret the history of the county's leather industry and relate that story to the other Salem Project themes. After experiencing Haverhill's extensive historic resources visitors would be directed to other leather industry sites throughout the county. There is currently very little interpretation of the leather industry outside of a few 10-foot shoe shops and the proposed Lynn Heritage State Park visitor center. Salem Project managers would work with Haverhill and other communities to provide additional opportunities for visitors to experience significant resources associated with the leather industry and to develop the necessary interpretation.

In other respects this alternative would be the same as alternative 3.

Impacts

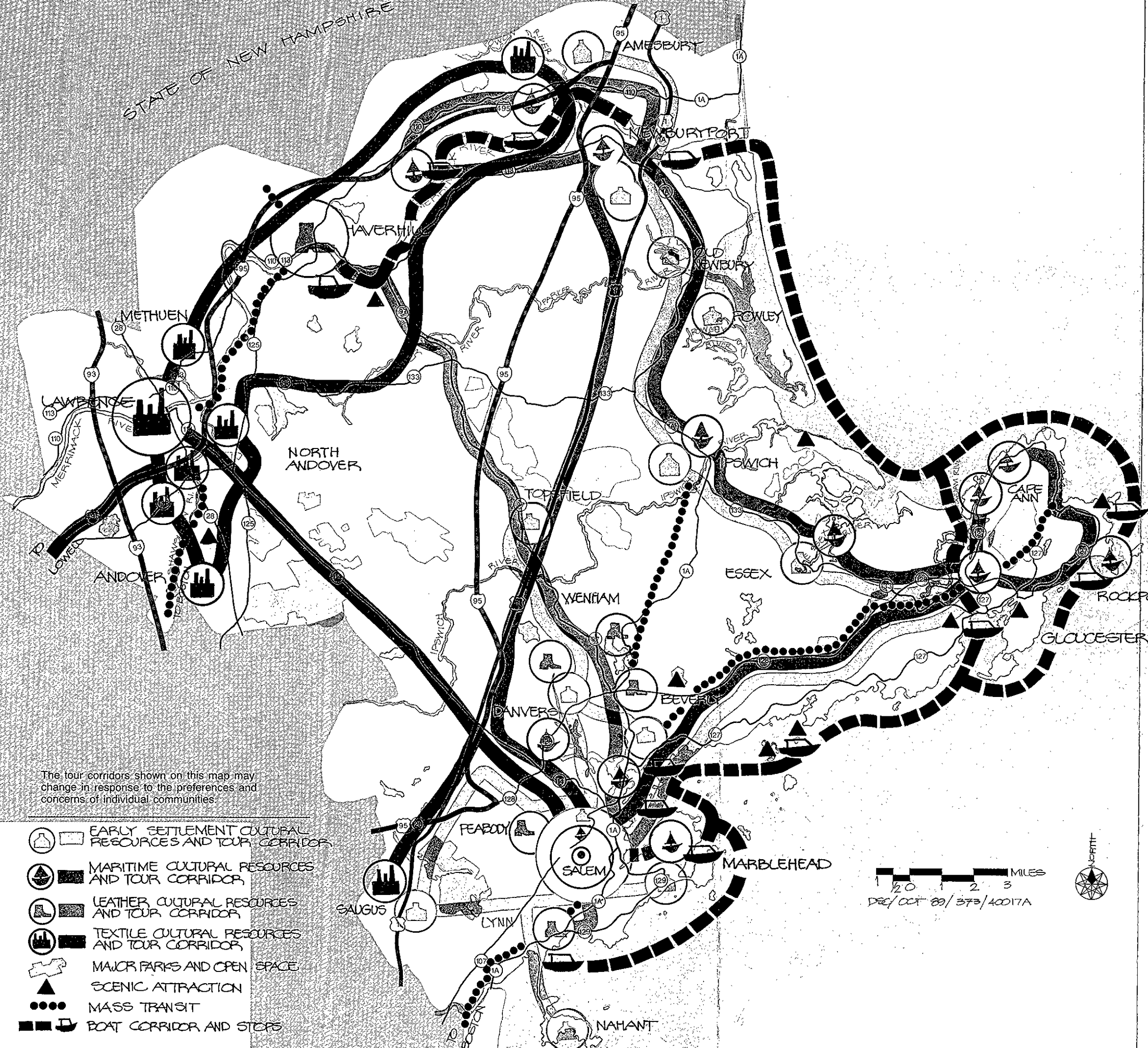
Resource Protection. Resource preservation and interpretation would be much the same as in alternative 3 except that greater emphasis would be placed on preservation and interpretation of resources in Lawrence and Haverhill to complement the secondary visitor centers to be established in those cities. These two communities currently have some of the

most threatened historic resources in the county. Highlighting these resources as important parts of the Salem Project should heighten community residents' appreciation of their unique cultural heritage and help ensure the preservation of the cultural fabric of these cities. Salem's leather and textile resources would receive the same level of protection and interpretation as described for the other alternatives.

Visitor Experience. This alternative would take advantage of the most appropriate areas for interpreting the Salem Project themes. Salem would remain the project focus, as in all the other alternatives, where all the themes would be introduced and related into a single unified story. From there, however, visitors would be directed to the resource areas that could best tell the story of each of the three themes: Salem for early settlement and the maritime era, Lawrence for textiles, and Haverhill for the leather industry. Within each of these communities there are numerous and diverse quality resources that could provide the foundation for an excellent interpretive experience incorporating additional resources throughout the county. Dispersing interpretation to the most appropriate communities would increase the effectiveness of the interpretive program and enhance visitors' understanding and appreciation of the leather and textile industries. These industries could be introduced in Salem, but they could not be well interpreted there because of the city's loss of its industrial resources.

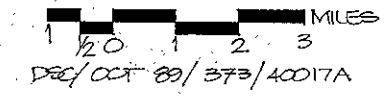
Quality of Life for Community Residents. The potential for economic revitalization and also for the community problems created by tourism would be the same as described for alternative 3 with the following exceptions in Lawrence, Haverhill, and Salem: The designation of Lawrence and Haverhill as secondary centers would stimulate further upgrading of the historic fabric of those communities and increase tourism. This alternative would attract similar numbers of tourists as alternative 3; however, the

STATE OF NEW HAMPSHIRE



The tour corridors shown on this map may change in response to the preferences and concerns of individual communities.

- EARLY SETTLEMENT CULTURAL RESOURCES AND TOUR CORRIDOR
- MARITIME CULTURAL RESOURCES AND TOUR CORRIDOR
- LEATHER CULTURAL RESOURCES AND TOUR CORRIDOR
- TEXTILE CULTURAL RESOURCES AND TOUR CORRIDOR
- MAJOR PARKS AND OPEN SPACE
- SCENIC ATTRACTION
- MASS TRANSIT
- BOAT CORRIDOR AND STOPS



Alternative 4:
 Countywide / All Themes
 (Secondary Centers
 in Lawrence
 and Haverhill)

ON MICROFILM

distribution of visitors might shift slightly. Salem would remain the major destination area and would still accommodate the most visitors, but Lawrence and Haverhill would likely attract a greater percentage of overnight visitors interested in the leather and textile industries. This increase in tourism would further enhance the economic revitalization of these communities. Additional lodging and other visitor services would be needed in Lawrence and Haverhill, as well as in Salem. In addition, adjacent communities would most likely have increases in their retail and local service sectors. Salem's retail sales might be slightly lower than they would be in alternative 3, since more visitors would stay in the Lawrence and Haverhill area rather than in Salem. However, this reduction should be slight, and the historic interpretation benefits for the visitors would be much improved over alternative 3.

Traffic issues in Salem and along the coast would be the same as described for alternative 3. Traffic congestion would likely increase in the prime historic areas of Lawrence and Haverhill, particularly along Haverhill's Washington Street. These communities might incur additional expenses to improve public services, such as roads, parking, bus service, and law enforcement. Salem Project managers would work with these communities to minimize their visitor traffic problems, as described for alternative 3. If improvements were required, local and state tax revenues from increased tourism should offset at least some of the costs.

Table 5: Summary of Preservation and Interpretation Alternatives

	Alternative 1: Salem Only/All Themes	Alternative 2: Essex County Coastline/Themes 1 and 2	Alternative 3: Countywide/All Themes	Alternative 4: Countywide/All Themes/Secondary Centers in Lawrence and Haverhill
DESCRIPTION				
Area	Salem only	Essex County: North Shore (State Highway 95 to coast)	Essex County	Same as alternative 3
Theme Interpretation	Early settlement: Salem tour	Early settlement: tour of Salem, Ipswich, Rowley, Newbury, and Newburyport; shorter tour of Saugus, Nahant, Danvers, Beverly, Marblehead, and Topsfield	Early settlement: same as alternative 2	Early settlement: same as alternative 2
	Maritime: Salem tour	Maritime: tour of Salem, Beverly, Gloucester, Rockport, Cape Ann, Essex, Newburyport, Amesbury, and Haverhill; shorter tour of Marblehead and Danvers	Maritime: same as alternative 2	Maritime: same as alternative 2
	Textile industry: Salem tour	Textile industry: no tour; theme interpretation at Salem visitor center to place maritime story in its full historical context	Textile industry: tour of Salem, Andover, North Andover, Lawrence, Methuen, and Amesbury	Textile industry: same as alternative 3 except that Lawrence serves as interpretive center for tour
	Leather industry: Salem tour	Leather industry: no tour; theme interpretation at Salem visitor center to place maritime story in its full historical context	Leather industry: tour of Salem, Peabody, Beverly, Danvers, Wenham, and Haverhill; shorter tour of Lynn	Leather industry: same as alternative 3 except Haverhill serves as interpretive center for tour
Visitor Center/ Transportation Hub	Salem	Salem	Salem	Salem, with secondary centers at Lawrence and Haverhill
Federal Land Acquisition	None or limited; cultural resource preservation and interpretation accomplished through partnerships	Same as alternative 1	Same as alternative 1	Same as alternative 1

RESOURCE PRESERVATION

Protected Cultural Resources

Alternative 1:
Salem Only/All Themes

Concentration of exceptional resources representing all the major land use elements of Salem, the nation's first major world harbor, including such highly threatened resources as coastal fortifications and industrial areas

Alternative 2:
Essex County Coastline/Themes 1 and 2

Alternative 1 plus several unusually intact first-period settlements, a remarkably unaltered pre-Revolution fishing village, several key structures representative of the witchcraft hysteria, and several maritime cities illustrating their own distinctive characters

Alternative 3:
Countywide/All Themes

Alternative 2 plus a group of communities representing many different periods and facets of the textile industry, plus communities representing many stages in the development of the leather industry, culminating with the intact business and residential areas of the Queen City of Shoes

Alternative 4:
Countywide/All Themes/Secondary Centers in Lawrence and Haverhill

Same as alternative 3 plus additional individual resources in Lawrence and Haverhill

Note: Careful siting of tourist development would be needed to avoid degrading cultural resource values in affected communities.

Protected Natural Resources

Salem's significant coastline, river, and marshland resources

Alternative 1 plus representative examples of all the county's major landscape types

Alternative 2 plus additional significant natural and scenic resources throughout the county

Same as alternative 3

Note: Interpretive programs would be carefully designed to protect sensitive natural and scenic resources.

Unprotected Resources

Many potential Salem Project resources outside of Salem

Many potential Salem Project resources west of I-95

No potential Salem Project resources

Same as alternative 3

VISITOR EXPERIENCE

Salem Project Story

Potential nationally significant story only partially told; important elements of each theme, particularly textile and leather industries, not interpreted

Greatly enhanced interpretation of early settlement and maritime themes; however, story would still be missing a major topic because of failure to interpret industrial resources

Greatly enhanced interpretation of entire Salem Project story; however, interpretation of textile and leather themes would not be reinforced by strong representative resources in Salem, where the story was based

Same as alternative 3 except that textile and leather themes would be interpreted in cities with resources that strongly represent those themes

	Alternative 1: Salem Only/All Themes	Alternative 2: Essex County Coastline/Themes 1 and 2	Alternative 3: Countywide/All Themes	Alternative 4: Countywide/All Themes/Secondary Centers in Lawrence and Haverhill
Transportation Options	Relationships between cultural and natural resources not well defined because of limited natural resources in Salem Enhanced by Salem boat, bus, trolley, bike, and pedestrian tours	Enhanced interpretation of relationships between cultural and natural resources; opportunity to experience all the county's major landscape types Greatly enhanced by coastal boat, bus, bike, and pedestrian tours	Same as alternative 2, plus the opportunity to experience the interrelationship between cultural and natural resources in the lower Merrimack River valley Greatly enhanced by countywide boat, bus, bike, and pedestrian tours and possibly a tourist train excursion if that service proved feasible	Same as alternative 3 Same as alternative 3
QUALITY OF LIFE				
Retail Trade and Services/ Accommodations Required	Increases in Salem and adjacent communities, helping to revitalize downtown Salem	Alternative 1 plus increases in other North Shore communities, particularly Gloucester, Ipswich, and Newburyport, expanding the economies of these communities	Alternative 2 plus increases in other county communities, particularly Lawrence and Haverhill, helping revitalize the economies of these communities, both of which need revitalization	Same as alternative 3 with possible additional expansion of the Lawrence and Haverhill economies
Traffic Congestion	Potential increases in Salem and some adjacent communities, partially mitigated by development of alternative modes of visitor transportation, a new MBTA parking facility, and other traffic improvements	Alternative 1 plus potential increase in many already congested areas along the coast, particularly in Gloucester, Rockport, and Marblehead, partially mitigated by development of alternative modes of transportation	Alternative 2 plus potential additional increases in the Lawrence and Haverhill areas, partially mitigated by development of alternative modes of transportation	Same as alternative 3
Demand for City Services	Increased demands for parking and other city services in Salem at least partially offset by increased tax revenues; technical assistance available to help resolve tourism-related problems	Alternative 1 plus similar conditions in other coastal communities	Alternative 2 plus similar conditions in communities countywide	Same as alternative 3

MANAGEMENT ALTERNATIVES



The success of the Salem Project will depend on broad-based support and participation by private citizens, businesses, nonprofit institutions, and local, regional, state, and federal governments. The

majority of the capital needed to implement the project is expected to come from the private sector through investments in cultural resource rehabilitation and adaptive use projects. The major government role will be the provision of financial and technical assistance to the private sector, along with the establishment or improvement of federal, state, and local facilities. All the project participants could benefit from additional investment incentives, jobs, and tax revenues generated by the project.

A management entity is needed to conduct comprehensive planning and to coordinate and direct the efforts of all the project participants. The following alternatives describe different approaches to organizing and managing the Salem Project. All the alternatives are based on a series of common management goals and an understanding that there would need to be an interim management entity to run the project until the final agreed upon organization was functioning. The three management alternatives considered feasible for the Salem Project are (1) a partnership coordinated by the National Park Service, (2) a state commission, and (3) a federal commission. The existing situation is also described but is not considered a feasible alternative. No matter which management entity is chosen, private citizens and all levels of government would be active participants in the project.

COMMON GOALS

The management entity created for the Salem Project must be powerful enough and have

the resources necessary to achieve the following goals:

- Protect and preserve important resources.
- Develop and manage a unified interpretive story integrating the Salem Project themes.
- Minimize the need for federal land acquisition by effectively utilizing federal technical assistance and participation in cooperative agreements.
- Enhance the economic base for Essex County communities with important cultural, natural, and scenic resources related to the Salem Project.
- Deal with a complex, multijurisdictional project with a major infrastructure of sites and transportation routes.
- Provide a forum and atmosphere that enables all levels of government (federal, state, and local) and the private sector to work together as partners to implement the project's common goals.
- Operate cost-effectively.
- Allow for management flexibility.

EXISTING SITUATION

The initiative for the Salem Project came from the Salem Partnership, a consortium of governments and private citizens working together to revitalize the city of Salem and to improve the quality of life for area residents. The partnership includes such groups and individuals as local business people and bankers, historic preservation organizations, the city of Salem Planning Department, and interested local citizens. Some members are from several other communities within Essex County. The Salem Partnership's efforts are directed toward meeting the changing needs of the city and address issues ranging from

business and retail trade to health, the homeless, schools, and preservation. The partnership is a nonprofit organization with an appointed board and paid director. It can raise money, apply for certain grants, and most importantly, is a strong advocacy group for various community projects. The National Park Service, through Salem Maritime National Historic Site, plays an active role in assisting the Salem Partnership and provides technical assistance to various subcommittees related to the Salem Project. During this preliminary start-up phase, the Salem Project is being temporarily coordinated by a National Park Service planner working out of Salem Maritime National Historic Site in consultation with the Salem Partnership.

Although the existing situation has been a successful starting point, it cannot accomplish the long-term goals established for the project. So long as the existing situation continued, the Salem Project would remain understaffed and the Salem Partnership would continue to have competing demands placed upon it, both of which would restrict the leadership and implementation capabilities needed to run the Salem Project. Also, the Salem Partnership does not currently represent the broad base of support that would be needed if an alternative calling for preservation and interpretation of county resources was selected. The existing situation is not considered a feasible management alternative, but it is an excellent starting point from which to develop more workable management solutions. The changes required to make this type of management a feasible alternative are described in alternative 1.

ALTERNATIVE 1: PARTNERSHIP COORDINATED BY THE NATIONAL PARK SERVICE

Description

Under this alternative the National Park Service and the Salem Project Partnership

would work closely together to carry out the goals of the Salem Project. The National Park Service would establish a staffed project office and manage and coordinate the Salem Project for the purpose of enhancing the story to be told at Salem Maritime National Historic Site. The Salem Project Partnership would work closely with the National Park Service to help implement the Salem Project. The partnership would be able to focus on things that might be beyond the National Park Service's authorities, such as advertising and local improvements.

Several possibilities exist for expanding or directing the Salem Partnership so that it can more effectively assist in managing the Salem Project. The existing Salem Partnership (with additional members as appropriate) could limit its focus and choose to concentrate only on the Salem Project, or the Salem Partnership could establish a Salem Project subcommittee, or a new Salem Project Partnership could be created with members from the original Salem Partnership and others. Regardless of how it was created The Salem Project Partnership's sole focus and purpose would be working with National Park Service project staff to help make project decisions, inform the community, and gain their support in accomplishing the Salem Project.

The partnership would be an ad hoc group capable of representing a broad base of private citizens and businesses, educational institutions, nonprofit organizations, and local, state, and federal agencies. Membership in the partnership would be voluntary, and anyone could join; however, affected government agencies, community leaders, planners, resource managers, historic-preservation organizations, and people who could provide media support would be asked to participate. Emphasis would be placed on including private citizens as well as representatives of local, regional, and state governments. Depending on the preservation and interpretation alternative, participants would be drawn principally from Salem (alternative

1), Salem and other coastal towns (alternative 2), or from throughout the county (alternatives 3 and 4).

Funding for National Park Service participation would come through NPS funds allocated to Salem Maritime National Historic Site. All additional funding would come through the Salem Project Partnership. The partnership would raise funds, apply for grants available under existing government programs (taking advantage of relevant National Park Service technical assistance programs and other programs and grants related to this project), seek donations, and encourage investments from private enterprise. A fee to become a member of the partnership would be implemented to help gain members who were truly interested in the Salem Project. These fees would be established on a sliding scale to ensure that the partnership was affordable to a wide cross section of participants.

The partnership and National Park Service staff would work closely with all the participating property owners and communities to implement the Salem Project plan. Individual sites would be managed independently in accordance with the objectives established through comprehensive project planning.

Impacts

The partnership could initiate extensive grass-roots support and potentially bring about a county coalition for the purposes of resource preservation and economic development. The constituency and consensus-building established through the partnership would help ensure the long-term momentum and survival of the Salem Project.

The partnership could evolve with the project. It could be established and begin operation as the project was being defined, and it could remain flexible and creative in seeking

solutions, since it would not have a legislated mandate. Much of this management organization is in place now and is already active and positive. Additional members desiring to join the partnership could do so quickly. Conversely, since the organization would not be founded on legislation, it could become fragmented or dissolve at any time.

The project would have to compete for National Park Service planning and operating funds without the advantage of being a formally recognized management entity separate from Salem Maritime National Historic Site. The partnership would rely on existing authorities and funding programs as well as its own money. This could be a less stable funding base than what might be available to a state or federal commission, which could potentially open up new avenues of funding tailored specifically to the needs of the project. The project in many respects would be driven by the private sector instead of government. All participants would be financially committed to seeing the project implemented. This could help to energize the project; however, with this type of management organization, care would have to be taken to ensure that participating members clearly represented the interests of the project, and that the organization was not economically driven for purposes of self gain.

The partnership could incorporate all levels of government, who could work together as one coordinated group to accomplish the mission of the Salem Project.

An arrangement similar to the one described above proved to be successful as an interim management strategy at America's Industrial Heritage Park. While the legislative commission was being approved and established, this management structure functioned well and was able to implement many studies and programs and to gain significant community support.

ALTERNATIVE 2: STATE COMMISSION

Description

A Salem Project State Commission could be established through enactment of state legislation to oversee the management of the Salem Project. This state commission would be headed by an appointee of the governor of Massachusetts and would represent a range of different levels of government and the private sector. Because of the importance of local support to the long-term success of the project, emphasis would be placed on representation of local citizens, businesses, organizations, officials, and government agencies. At the regional and county level, representation might include regional planning offices such as the Metropolitan Area Planning Council and the Merrimack Valley Planning Commission as well as county organizations found to be important to the success of the project. State level representation might include the Massachusetts Historical Commission from the Office of the Secretary of State and the Executive Offices of Communities and Development, Economic Affairs, Environmental Affairs, and Transportation and Construction. Federal participants could include the Department of the Interior, represented by the National Park Service. The commission would have a formalized management structure that could define the roles and responsibilities of all the different participants and promote intergovernmental cooperation.

The state would choose who within their government agencies would be the lead state agency and staff the commission. With the assistance of this staff, the commission could develop and implement the Salem Project plan, working closely with all participating property owners.

The state would be the primary source of public funding for the project. The commission would have the ability to seek

grants and funds, acquire or have an interest in lands, establish cooperative agreements, coordinate various state, regional, and local level programs, implement existing state programs, and provide technical assistance. The National Park Service would fund particular projects for which it was responsible, such as specific technical assistance, research, and planning projects and design, construction, and management of the Salem Project visitor center. Major funding would be expected from the private sector.

The National Park Service would not have a central management role, but it could provide technical assistance, support the project, and participate as a member of the commission.

Impacts

On the one hand, the state commission would be able to direct the project to state priorities and focus on it as a positive cause for the state. The state has historically been innovative in setting up similar agencies for preservation, interpretation, and economic revitalization with excellent results, such as the heritage state parks in Lowell, Lawrence, Lynn, and Fall River. In addition, the state would be an appropriate entity for coordinating state assistance programs and could create an intergovernmental commission that ensured the appropriate state and local representation for this project. On the other hand, the state might not be the most appropriate agency for managing a project based out of a federal unit of the national park system. Even though the project incorporates many nonfederal sites, the focus is to enhance the nationally significant story to be told at Salem Maritime National Historic Site.

The major problem with the state commission is that as the lead agency it would have to compete for funding on a large scale with other state priorities at a time when state dollars are particularly hard to leverage. This

commission would promote new expenditures for the state when existing state programs, such as the heritage state parks program, are having funds drastically reduced or halted. If the state's fiscal conditions changed in the future, this alternative might become more feasible. New avenues for funds from the federal government would not be available.

ALTERNATIVE 3: FEDERAL COMMISSION

Description

A federal commission could be created through enactment of federal legislation to oversee management of the Salem Project. The commission would be established under the secretary of the interior and located within the Department of the Interior. The commission members would be appointed by the secretary of the interior after considering recommendations from a variety of sources to ensure broad representation of all levels of government and the private sector. Commission representation could be similar to alternative 2, with the same emphasis on local citizens, businesses, organizations, officials, and government agencies. A major difference between this alternative and alternative 2 would be the representation of more federal agencies and the potential, if established in the legislation, to leverage for federal money and production. Federal participants could include representatives from the Department of the Interior, including the National Park Service, and the Departments of Housing and Urban Development, Labor, Education, and Transportation. The commission would have a formalized management structure that could define the roles and responsibilities of all the different participants and coordinate their efforts. The commission would act as a catalyst for getting the different agencies to work together.

The commission would have its own staff, separate from the National Park Service, to

conduct its work. This staff would accomplish the planning for the project and coordinate with individual property owners to implement the plans. The commission could be empowered to enter into cooperative agreements or contracts with other government agencies and property owners and to purchase, rent, or receive donations of properties or interests in properties for conveyance to an appropriate public agency for use for public purposes.

The commission could receive funds through federal appropriations, which would be matched by nonfederal funds. As in the other alternatives, however, the private sector would be expected to be the major source of funds needed to implement the project. The commission could seek and accept donations of funds, property, or services from individuals, foundations, corporations, and other private entities, as well as from the public sector, for the purpose of carrying out its duties. The commission's broad representation would greatly facilitate the coordination of federal, state, and local programs and federal fund disbursement.

Impacts

The legislation establishing the commission could create a long-term funding source specifically for the Salem Project. The commission could also allow for effective use of existing federal programs by providing a focus for funneling money and energy that otherwise might be dispersed in different directions – perhaps even in contradictory directions – by participating agencies and interests. In addition, by requiring a nonfederal match in funds, the project would be more assured of backing from participants.

The commission's formalized management structure could tightly define each participants' responsibilities, making coordination of such a complex project more efficient and minimizing the potential for

jurisdictional disputes. The membership could appropriately distribute representation so that it was even and fair.

Federal commissions similar to the one described here, such as the Lowell Historic Preservation Commission, have proven successful in organizing diverse groups of individuals and organizations to accomplish a particular project. Equally important, they have proven successful in driving economic revitalization, spurring private investment, and generating community pride.

Even though the Salem Project is not a major federal government capital improvement or land acquisition project, the establishment of a new federal commission would promote new federal expenditures at a time when many established federal programs are underfunded. A short-term problem might be the length of time frequently needed to form a commission.

Table 6: Summary of Management Alternatives

<u>Description</u>	<u>Alternative 1: Partnership Coordinated by National Park Service</u>	<u>Alternative 2: State Commission</u>	<u>Alternative 3: Federal Commission</u>
Lead	National Park Service (coordinator) working closely with Salem Project Partnership	Appointee of the governor of Massachusetts	Secretary of the interior
Representatives	Citizens, businesses, organizations, and all levels of government agencies who join partnership	Appointed by the secretary of the interior after considering recommendations from a variety of sources to ensure broad representation of all levels of government and the private sector	Same as alternative 2
Authorities	Same as present National Park Service authorities; partnership authorities as contained in nonprofit incorporation papers	State legislation granting authorities to raise revenues (charge user fees, conduct fund raising events), distribute state funds, enter into contracts, acquire or have an interest in properties to be conveyed to an appropriate agency for management for public purposes, establish cooperative agreements or contracts, seek funds and grants, coordinate existing state, regional, and local level programs, provide technical assistance	Federal legislation granting generally the same authorities as granted by state legislation in alternative 2, except that authorities would relate to coordinating and distributing federal instead of state funds
Staff	National Park Service; partnership mostly volunteer, with staff as desired	State-staffed commission	Federally staffed commission separate from National Park Service
Funding Sources	Partnership: private contributions, membership fees, NPS technical assistance, and existing grants National Park Service: NPS planning and operating funds	State funds, federal funds for specific qualifying projects, grants, private donations, entrance and user fees	Federal appropriations with matched nonfederal funding, grants, private donations, entrance and user fees
Role of the National Park Service	Staff project office to manage and coordinate project, work closely with Salem Project Partnership to accomplish project goals	Member of commission, provide technical assistance, accomplish specific projects within NPS authorities	Same as alternative 2

Description

Discussion

**Alternative 1:
Partnership Coordinated
by National Park Service**

The partnership would be a grass-roots advocacy group capable of building community understanding and establishing consensus and a coalition to back the project. The project would be driven by the private sector instead of by the government.

Because it would have no mandated legislation, the partnership could evolve with the project. It could begin immediately (much of the structure is already in place) while the project was still being defined, and it could remain flexible and creative in seeking solutions. Without new legislation, the project would rely on existing authorities and funding programs and compete for NPS planning and operating funds without the advantage of being a formally recognized management entity separate from Salem Maritime National Historic Site. This might be a less stable economic base than that available to a commission.

All participants would pay, so they would have a stake in the project. Care would be needed to ensure the partnership represented the interests of the project and was not economically driven for self gain. The partnership could become fragmented and dissolve.

Successful prototypes exist, particularly as interim strategies pending the establishment of a commission.

**Alternative 2:
State Commission**

State commission could direct project to state priorities and focus as positive cause for state; could most appropriately lead the relevant state programs. State has had success in setting up similar agencies.

Commission would create new expenditures for the state at a time when state dollars are difficult to leverage. New avenues for federal funding would not be available.

The state might not be the most appropriate agency to manage a project based out of a federal unit of the national park system. Even though the project incorporates many nonfederal sites, the focus is on enhancing the story to be told at Salem Maritime National Historic Site.

**Alternative 3:
Federal Commission**

Federal commission would establish a long-term stable funding source and provide a focus for tailoring existing federal programs to the needs of the project. The requirement of nonfederal matching funds would ensure participant backing. Participant relationships would be tightly defined. Commission would promote new federal expenditures at a time when funding problems exist; yet based on the project to date, the layout of private sector dollars would be far greater than federal expenditures.

A federal commission might take several years to establish, creating a short-term need for interim management.

Successful prototypes exist.

COSTS: PUBLIC-PRIVATE PARTNERSHIPS

The *Study of Alternatives* has been developed to provide the framework and guidance for future planning and development of the Salem Project. Estimated costs for the next three years are indicated to show the framework for planning and development within that time frame. Recent existing private investments are also shown to illustrate that a public-private partnership has already begun to work. Detailed cost estimates will be provided in the Salem general management plan and the countywide comprehensive management plan.

Assumptions

The Salem Project is not anticipated to be an intensive federal capital improvement or land acquisition project, but rather a cooperative project focusing on the creation of partnerships with existing owners and involved public agencies, who would work together to preserve and interpret an important part of America's heritage.

The National Park Service's primary project input is anticipated to be technical assistance to involved communities for advanced and project planning, along with capital improvements at Salem Maritime National Historic Site and development of the Salem Project visitor center.

Because of the project's basic cooperative concept, preservation and interpretation alternatives 1 through 4 may not be very different in cost to the federal government. The same federal expenditures could be distributed differently in the different alternatives.

Public and Private Costs and Benefits

Congress appropriated \$1.1 million for the 1989 fiscal year. The estimated National Park

Service costs for Salem Maritime National Historic Site for the next three to five years range from \$6.5 million to \$14 million per year. More than half of the 1990 funding will be allocated to planning; construction that year will be focused on Salem Maritime National Historic Site improvements. The 1991 program contains nearly \$3 million in planning funds, but the emphasis will shift to construction, which will include improvements at Salem Maritime and the Salem Project visitor center. In 1992 planning projects will remain significant, but the bulk of the funding is programmed for completion of previous year construction projects and additional improvements at Salem Maritime. No land acquisition has been programmed.

Strong commitments to the Salem Project have already been demonstrated by numerous agencies and organizations. The Salem Partnership has provided a strong impetus for private investment, along with funding for planning studies. Since the partnership was formed, \$57 million has been invested in downtown Salem in projects that are either completed or scheduled for completion by the fall of 1989. It is estimated that these projects will generate \$840,000 in tax revenues per year and stimulate additional capital investment in the downtown. Another major downtown project is the proposed \$15 million rehabilitation of the Salem Armory as a mixed use complex with a small portion allocated for the Salem Project visitor center.

The city of Salem provided funding toward the comprehensive transportation plan and the waterfront preservation study and in 1988 offered the National Park Service \$100,000 to get the Salem Project started.

The commonwealth of Massachusetts has demonstrated a strong commitment to historic preservation within Essex County and a willingness to participate in the Salem Project. Even during difficult financial years, the Massachusetts Department of Environmental Management has allocated over \$17.5 million

for the establishment of two heritage state parks and visitor centers in cities identified as having important Salem Project cultural resources, and it could potentially establish two additional heritage state parks in the county, both of which could tie directly to the Salem Project. Through these heritage park projects, the state has created numerous partnerships with cities, nonprofit organizations, and citizen groups in several Essex County communities, which should aid in implementing the Salem Project.

Numerous state, regional, and local agencies are providing important technical assistance to the Salem Project. Representatives from the Salem Partnership, the city of Salem, the Massachusetts Historical Commission, the Massachusetts Department of Environmental Management, the Massachusetts Department of Coastal Zone Management, the Merrimack Valley Planning Commission, and the Metropolitan Area Planning Council were all directly involved in the generation of the alternatives presented in this document. In addition, many other community officials, board members, and representatives from other preservation organizations have provided valuable assistance.

FUTURE DIRECTION



The direction for the next step in this project will be defined through the legislative process by determining which preservation and interpretation alternative and which management alternative will provide the framework for future planning and design decisions.

No matter which alternatives are selected, project implementation should begin by focusing first on Salem Maritime National Historic Site and the proposed visitor center, next incorporating the designated resource areas within Salem, and then incorporating other resource areas in Essex County if a countywide approach is chosen. The following work should be accomplished in the next planning phase through a joint effort of federal, state, regional, and local governments and private citizens:

Strengthen partnerships between the federal, state, regional, and local governments and private citizens both in Salem and throughout the county.

Develop a permanent visitor center for the Salem Project as soon as possible.

Develop a general management plan for Salem Maritime National Historic Site and the city's important resource areas, providing more detailed direction about how to preserve significant resources and provide a positive visitor experience while enhancing the quality of life for area residents.

If the project encompasses other Essex County communities in addition to Salem, develop a comprehensive management plan to direct the preservation and use of important resources on a countywide scale.

Implement the comprehensive transportation plan, making improvements that will allow

Salem to function well as a major destination area. If alternative 2, 3, or 4 is chosen for preservation and interpretation, conduct a broader scale transportation study incorporating more of Essex County.

Study and evaluate unregistered properties that appear to have potential for broadening and enhancing the themes of the Salem Project.

Identify and meet the needs for additional planning studies, including more detailed studies of the area's history and archeology, visitor use and preferences, and socioeconomic conditions.

APPENDIXES



APPENDIX A: HISTORY OF SALEM AND CLOSELY RELATED COMMUNITIES IN ESSEX COUNTY

The history of Salem was surveyed to identify the major themes to be interpreted at Salem Maritime National Historic Site and related resource areas as part of the Salem Project. The following overview focuses on the historical evolution of the city of Salem; however, it also addresses other Essex County communities whose histories can help complete one or more of the themes initiated at Salem.

FOUNDING AND DEVELOPMENT OF EARLY SETTLEMENTS

The Town of Salem is Established

The towns of Essex County, Massachusetts, were settled in reaction to the political, religious, and economic quarrels that disrupted 17th century England and accelerated settlement of the New World. The character of Essex County towns was deeply influenced by the Puritan work ethic, which promised rewards only through thrift, industry, and perseverance. It was the natural environment of New England, however, including a harsh climate, swamps and marshlands, rocky soil, and a rugged coastline, that ultimately determined settlement and subsistence patterns.

The first European colonists of New England were English Protestants seeking the free exercise of their religious beliefs. In 1620 the dissenting Pilgrims (Separatists from the Church of England) founded the first English settlement at Plymouth. Four years later one of the colony's malcontents, Roger Conant, who had been driven out of Plymouth into Nantucket, led a small group of Puritans associated with an English trading concern called the Dorchester Company to Cape Ann (modern Gloucester), where he established a year-round fishing post. A band from the Plymouth Colony arrived soon after, and the two groups took an instant dislike to each other. Ultimately two fishing stages were set up side by side, one dominated by Roger

Conant, who had been appointed governor by the Dorchester Company, and one by Miles Standish, representing the Pilgrims. Neither group prospered, and both fishing operations were dissolved in 1625. Conant and a small band moved farther south in 1626 and established the first town in the future Massachusetts Bay Colony.

A small peninsula jutting out into Massachusetts Bay possessed natural assets – riverine connections to the interior and protected harbors – that caught Conant's attention as he searched for a new fishing station and trading post site. He and his followers chose for their home a cove on the southeast shore of the shallow North River, where they constructed primitive conical huts of slanting poles covered with brush. Conant called this peninsula *Naumkeag*, an Indian word for fishing place.

The fishing station was expected to become self-sufficient almost immediately, with agriculture and animal husbandry sustaining the community. The "Old Planters," as the first arrivals were called, endeavored to grow cereals and fruit and to raise a variety of animals. It soon became apparent, however, that agricultural activities on the Naumkeag peninsula, which was crossed by several creeks and inundated with swamps and marshlands, would not be totally successful either in sustaining a large population or in providing income. The gravelly, boulder-strewn soil was hard to clear, yielded little, and promised no economic staple of ready sale in England. From earliest times, therefore, the town oriented itself to the sea.

In 1628 a group of merchants who had bought out the Dorchester Company and formed the Company of the Massachusetts Bay to found a New World colony for religious nonconformists sent John Endicott to be governor of Naumkeag Plantation. Endicott and his party settled on the south shore of the peninsula. Strained relations between the two

communities at Naumkeag so marred daily life that Endicott initiated efforts in 1629 to bring the disparate factions together. He first suggested renaming the settlement Salem, from the Hebrew word *shalom*, meaning peace, hoping the name would inspire a new resolution by the settlers to live together in harmony.

Settlement Spreads Along the Coast and Toward the Interior

A period of tremendous growth in Massachusetts followed the founding of Salem. By 1640 Puritan discontent with English religious and economic conditions had prompted thousands of people to migrate to the New World. During this early settlement period, dissatisfaction also began growing within the Massachusetts Bay Company itself because of the sublimation of individual freedoms to the will of a minority. Nearly all governmental powers were vested in Governor John Winthrop and his clerical allies. Discontent bred of struggles within the company accelerated the settlement of Massachusetts and the rest of New England.

Settlement spread in tiers from the coastal plantations back toward the interior and the Merrimack River throughout the 17th century. The original Salem grant, which included the later towns of Marblehead, Manchester, Beverly, Wenham, Danvers, Peabody, and part of Middleton, was succeeded by grants for Lynn in 1631, Ipswich and Newbury in 1634, Rowley and Salisbury in 1639, Haverhill in 1641, Gloucester in 1642, Andover (Chochicawick) in 1646, and Boxford in 1694. These towns eventually divided to form the 34 communities that exist today.

Colonial Society

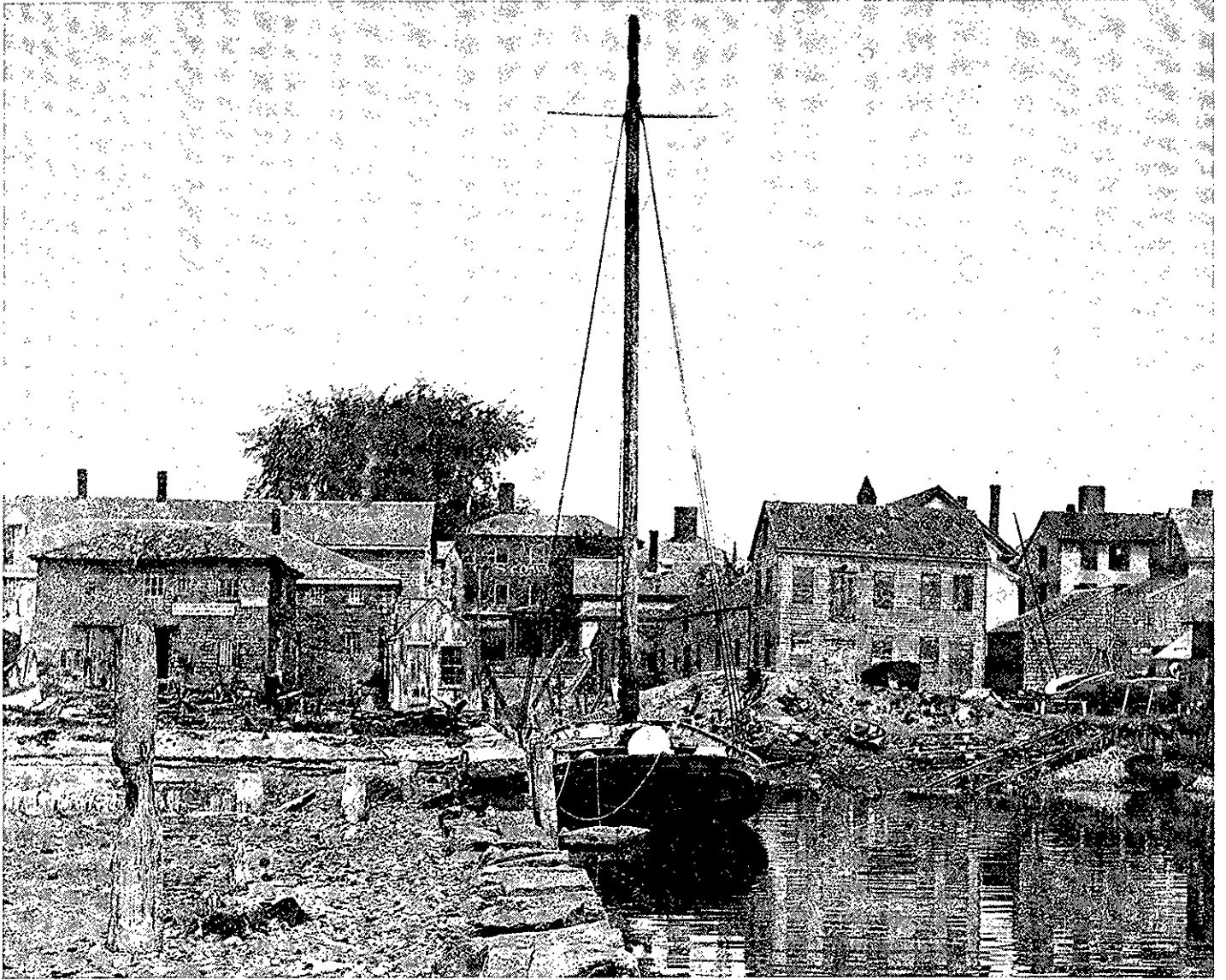
The foundations of the distinctive social, religious, and economic institutions that

distinguish Massachusetts from other states were laid in its early villages. The Puritans, a larger religious sect than the Pilgrims, were also dissenters, opposing the traditional formal procedures of the Church of England and advocating simpler forms of faith and worship. They were a straitlaced group, demanding strict observance of the Sabbath and other high standards of personal conduct.

Farming and livestock raising were the major occupations of the early Puritan settlements in Essex County. Self-sufficiency was an important aspect of society. From the earliest days, the Puritan farmer and his family spent the long winter months making furniture, harnesses, shoes, clothes, and other necessities that their meager incomes from the soil could not afford. The diversity of skills acquired enabled them to survive in a difficult environment and fostered the later industrial experimentation that characterized Essex County and the state of Massachusetts.

Although the emphasis was on small-scale agriculture and husbandry, towns bordering the rivers and ocean also caught fish for food and for sale. Fishing became an important activity in Salem, Marblehead, Gloucester, Beverly, and Manchester. Shipbuilding and maritime commerce began to develop in a number of coastal towns, such as Salem, Amesbury, Merrimac, Essex, Newburyport, and Gloucester. Salem and Newburyport soon became major ports. The towns of the Merrimack Valley were never completely agricultural because the waters of the Merrimack's tributaries were widely used from earliest times to power sawmills, fulling mills, and gristmills.

The earliest form of government in Massachusetts was that of Plymouth Colony, which based its authority on a patent granted to the Plymouth Company in 1621. Charles I granted the first Massachusetts colonial charter in 1628, whereby a governor was appointed by the Crown. This Bay Colony charter was later withdrawn, and in 1691 a



Derby Street Wharf, Salem
Courtesy, Essex Institute, Salem

royal colony was established that lasted until the Revolution. Massachusetts was the last of the states to adopt a written constitution, but it still governs the Commonwealth. The town became the earliest unit of government in the state for a variety of reasons. Chief among them were the problems involved in travel in the early days and neighborhood interests and concerns that acted in favor of local independence.

Essex County was organized in 1643, and Salem became the seat of county government in 1648. Salem was an early hub of Essex County as a result of being the first town, an early legal center, the center of a complex transportation network, and a thriving port town.

Beginning of Maritime Activities

The Fishing Industry. The lack of fertile agricultural land on Salem Neck was offset by the presence of a fine harbor and the proximity of good fishing grounds. Fishing was early recognized as a source of sustenance as well as revenue, and fish *flakes* (wooden drying frames) were built as early as 1629. Winter Island, at the tip of the peninsula, served as the center of Salem's fishing industry from 1629 to 1740, supporting a ramshackle community of fishermen. The home company sent out six shipwrights in 1629, who settled on Winter Island and began construction of a fishing fleet that year. Using the island as a base, fishermen harvested the bay, coastal waters, and offshore banks. The Winter Island cove provided shelter for boats in the winter when the South River iced over.

Fishing was a key colonial industry for all the area's coastal communities. Marblehead and Gloucester, as well as Salem, became prominent fishing ports. The fact that Marblehead's harbor was open to the northwest winds did not stop it from developing early into a regionally important

fishing port. Gloucester, further north along the peninsula of Cape Ann, also developed early as a fishing center. However, it was the distribution of fish, not fishing alone, which brought the greatest returns.

Commercial Shipping. Although the founders of the Massachusetts Bay Colony had not originally intended to establish a predominantly maritime community, natural forces continued to direct that course for the settlement. The rivers and harbors first noted by Roger Conant enhanced Salem's maritime role by providing easy access to inland, coastal, and foreign points. In addition, they enabled Salem to become the natural outlet for the resources of surrounding towns. Both the North and South rivers played important roles in the economic development of the peninsula. The North River, shallower and more protected, possessed a broad estuary navigable by small boats but no deep water near shore enabling wharf construction. The South River formed a sizable harbor deep enough for ocean-going vessels until the arrival of the clipper ship, and it became the focal point of Salem's maritime economy. A town landing was soon located on the South River, and several wharves were built along the shoreline.

Commercial shipping grew directly out of the fishing industry. Although New England's lumber, meat, and fish were not readily in demand in England, the West Indies – which imported every necessity of life – quickly became dependent on the new Massachusetts settlements for those items. As New England ships and merchants began transporting those articles to the West Indies, they also began controlling distribution of West Indies products. Small shallops, or ketches for longer voyages, conducted the shipping trade, taking dried codfish to European markets, such as Portugal and Spain, and waste fish, lumber, and provisions on to the West Indies. In return, the exotic products of the West Indies were either brought directly back to Salem or transported to England.

Salem's first recorded voyage to the West Indies in 1638 returned with a cargo of cotton, tobacco, salt, and slaves, whose profitable sale showed the town the way to prosperity. Sugar produced on the large slave plantations of Barbados, Antigua, and Saint Kitts was the sweet gold that carried New England's early trade. Refined, it yielded the molasses that was distilled into rum - a drink with thirsty markets at home, in Europe, and in Africa.

Although slaves did not become a staple of Salem's trade economy, some New England ports developed the infamous "Triangular Trade": West Indies sugar and molasses to New England, New England rum to Africa's west coast, and African slaves to the West Indies sugar plantations. Salem ships' participation in this trade generally amounted to supplying the plantations with "refuse" cod to feed the slaves, horses to turn the sugar mills, and wooden staves to build the molasses casks, as well as to providing the steady market for the sugar, molasses, and indigo produced there.

Strengthened by their success in the "Sugar Islands," Salem merchants sailed to Nova Scotia and Bermuda and struck out across the Atlantic. In the Netherlands, Channel Islands, and British Isles they traded lumber, hides, masts, wool, and their best rum for salt, linen, hardware, bar iron, and bills of exchange. From southern France, the Iberian peninsula, and the Wine Islands (Madieras, Azores, and Canaries) they obtained wine, hides, fruit, and Spanish pieces of eight in return for their best cod, tobacco, and pipe staves. By 1663 Americans had a virtual monopoly on shipping between the mainland colonies and the West Indies. This trade became the axis of New England commerce and Salem's mainstay until the Revolution.

Maritime-Related Trades. Shipbuilding to produce the vessels essential for food harvest and transportation became a critical industry in the new colonies. In 1629, just as new

Salem settlers were planting maize and building shelters, shipwrights were building fishing shallops, and within 10 years they were building larger shallops and ketches needed for trade. By 1700 shipbuilding was concentrated in two areas, one at the foot of Becket Street (east of the House of Seven Gables) and the other on the South River at Norman Street (north of Riley Plaza). The latter area became known as Knocker's Hole because of the constant noise from pounding mallets.

By 1660 an influx of skilled shipwrights and master builders from England had made shipbuilding an important industry not only in Salem, but also in Beverly, Newbury, Amesbury, Ipswich, Newburyport, and Gloucester. Essex County's natural environment was well suited to shipbuilding, supplying plenty of oak, iron, flax, and white pine, and providing the waterpower needed to convert timber into materials for ships.

The invention of the schooner in 1713 in Gloucester marked the most outstanding innovation in American shipbuilding in the 18th century. These ships had greater speed and better maneuverability than previous vessels and saved the fishermen valuable time in reaching the fishing grounds and returning with their harvests. Other innovations during this period included the safer, more seaworthy fishing "pinkies" of Chebbaco (now Essex), which were especially well suited to the rough waters of New England (Copeland and Rogers 1983).

As the population of the Massachusetts Bay Colony continued to grow, by around 1700 Salem and the other larger cities began to import food, lumber, firewood, and iron for ships and utensils from outlying communities, such as Gloucester, Ipswich, and Saugus. For example, some of the iron used in shipbuilding and related trades came from Saugus Iron Works. The iron works began production in 1642 and provided iron to the New England colonies and to England.

Town Development during the Early Maritime Era. By 1650 about 800 people lived on the Salem peninsula in about 200 houses that were clustered back of the wharves between Central Street on the west and Essex Street on the east. Many of the Old Planters still owned lots along the North River. Houses were probably single story with dirt floors and thatched roofs, with gardens and livestock filling the yards. The town common (later Washington Square) contained ponds and swampland and was used during the 17th and early 18th centuries for pasturage and as a military training field.

During the mid 17th century, Salem made great strides in development as a town and major commercial center for the region. This development fostered a variety of support trades, including bakers, blacksmiths, bricklayers, curriers, and brickmasons. The presence of skilled artisans and carpenters was reflected in the construction of more permanent dwellings. The usual home became a steep-roofed structure with a second-story overhang, a large, clustered central chimney, and two rooms each upstairs and downstairs.

During the pre-Revolution period, Salem's commercial activities centered in the southern section of town where a customhouse was erected in 1645. By 1658 Salem had become an official port of entry. As commercial development accelerated, new roadways were built to facilities along the harbor. Salem's configuration at that time differed greatly from its present form. The South River formed a tidal basin and harbor approximately where Riley Plaza is now located, and shipyards and wharves lined this natural shoreline in the Front Street area.

By 1700 Salem was well established as a maritime settlement. At least 12 wharves stretched east-west along the South River from Norman Street to the foot of English Street. The heaviest population concentration lay east of Summer and North streets, stretching toward the common and out onto

the neck. Washington Street continued to be the center of town, with the better houses situated on Essex and Washington and around the waterfront, where merchants could keep a close watch on the activity at their wharves. Numerous craftsmen and merchants, most working out of their homes, supplied the needs of the townspeople. By this time, too, the architectural character of the town was changing – from steep roofs, overhanging second stories, and lattice casement-type windows to modest 2-1/2-story wood frame residences with sash windows and gambrel roofs.

By the mid 18th century, as the brisk trade between the American colonies, Europe, and the West Indies flourished, shipowners became the aristocrats of the merchant class. An increasing number of immigrants – still mostly of English descent, but also including French, Irish, and Scots – were arriving at the busy Derby Street wharf area. Wealthy merchants began moving back toward Essex Street, where they built larger and more elegant homes, leaving Derby Street and its environs to lesser merchants, to artisans supplying the needs of the fishing and commercial fleets, to shipbuilders, and to the immigrants.

Numerous other towns were also developing during this period, primarily along the coast and the Merrimack River. These communities, although smaller than Salem, shared many of the same characteristics, making the county a maritime center for fishing, trade, and shipbuilding in the New World.

Conflicts within Puritan Society

In Salem's early years, civil and religious authority were combined in the town proprietor class of wealthy settlers. By 1640 a new political structure began emerging as merchants began exerting a greater influence in town government. Inevitably civil conflict ensued with the Puritan clergy, who sought to

maintain religious control over their communities.

By the second half of the 17th century, divisions had also appeared between the merchants and artisans living in the central part of the Naumkeag peninsula and the farmers in the surrounding countryside. This dissension derived from an early divergence in economic interests and lifestyles between the two groups. The swelling tide of Puritan immigration to Massachusetts after 1630 had caused the town of Salem to outgrow its original site on the narrow Naumkeag peninsula. Because the soil on the neck was insufficiently fertile to supply the food needs of the increased population, the town selectmen had made grants of land several miles inland. Some of the larger farm grants were located in western and northwestern Salem and others in what would become Marblehead, Manchester, Beverly, Wenham, and Lynn, and stretching as far north as Topsfield and Middleton. What would become the Danvers area was originally called Salem Village or, colloquially, Salem Farms. It was bordered on the south by Salem Town – the thriving commercial and fishing center that encompassed Salem and present-day Peabody. The differing interests of the townsmen and the farmers precipitated years of conflict, and the animosities engendered would play a large role in Salem's famous witchcraft hysteria.

The closely knit agricultural settlements of Salem Village fostered introspection and neighborhood jealousies. Ministers were forceful figures and acknowledged leaders who administered strict Calvinist doctrines. A fear of mystical powers such as witches was a product of the prevailing ideas, shared by most European peoples at that time, about the unknown. This fear led to numerous witchcraft trials and executions in Europe as well as elsewhere in New England. Late in the 17th century the fear and suspicion surrounding witchcraft came to a tragic climax in Salem Village.

The troubles began in the winter of 1692 when a group of young girls became pupils of black magic taught by Tituba, a West Indian slave. When the girls began to exhibit fits and convulsions, the townspeople became convinced they were being influenced by the Devil. As the hysteria grew over the next nine months, 20 people were executed and more than 150 imprisoned.

Although the witchcraft delusion centered in present-day Danvers, it affected a number of New England settlements, including Beverly. Reverend John Hale, minister of the church in that town, was a participant in the trials until his wife was accused of witchcraft. He later wrote a treatise discussing the nature of the "crime" of witchcraft and how guilty persons could be discovered and convicted.

This violent era ended in Essex County when the accusations began to include several highly respectable members of the community. In 1693, after his wife was accused of witchcraft, Colonial Governor Sir William Phips ordered the trials stopped and the prisoners freed.

The witch trials of 1692 were a pivotal point for Salem politically, socially, and economically. Involving much more than mere superstition, they were the culmination of a variety of antagonistic social forces within the Puritan community, including competition between Salem Village and Salem Town and conflicting ideas within the village itself over how the area should be governed. When the trials ended, there was a declining interest in religion and a consequent lessening of the prestige and influence of the clergy. The merchants of Salem emerged as the political and social leaders of the community.

HEIGHT AND DECLINE OF THE MARITIME ERA

The American Revolution and Privateering

As early as the 17th century, the American colonies had been experiencing friction with the mother country. Conflict between the Crown's representatives in the New World and settlers jealous of their rights was continual in the 18th century. At the heart of the controversy lay Great Britain's efforts to control trade and secure increased revenue from her American colonies. By the beginning of the 18th century, the people of Massachusetts were already particularly sensitive to regulation. Having gradually emerged as the primary commercial carrier for America, the colony's fleet felt the negative impact of British trade laws and commercial regulation more strongly than other enterprises. The continued economic existence of the commonwealth depended on an uninterrupted trade with the French, Spanish, and Dutch Sugar Islands – a lucrative enterprise threatened by British commercial legislation.

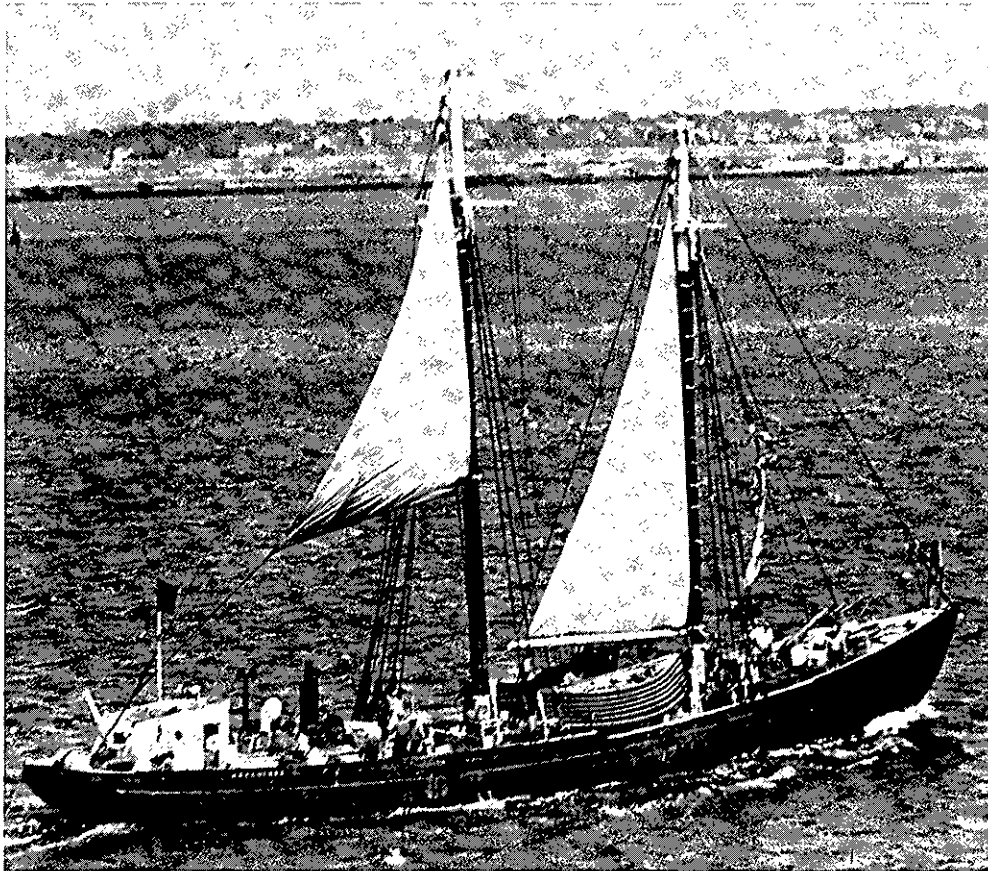
The outbreak of the Revolution placed Salem in the limelight, for while New York and Boston were occupied at different times by the British, Salem's port remained continuously open, receiving shipments of arms as well as preserving trade with Europe. Although at the outbreak of the war the American colonies had no navy, patriot shipowners soon began arming their small vessels and raiding British merchant fleets. Newburyport, Beverly, Marblehead, and Salem especially distinguished themselves in providing ships and men for the cause. Beverly was among the few towns Washington determined were essential enough to be fortified with Continental soldiers. Privateering became a major activity during the war. Salem alone sent out 158 vessels that captured more than 400 enemy ships, many of which were subsequently refitted and sent out against the British. Although the risks were

great, so were the profits, which served as the foundation of many post-war fortunes amassed by merchants, sea captains, and their crews. Those profits were not gained without a price, however, for the war also decimated fishing fleets and suspended shipbuilding and related industries. In addition, the end of privateering at the close of the war threw hundreds of seamen out of work.

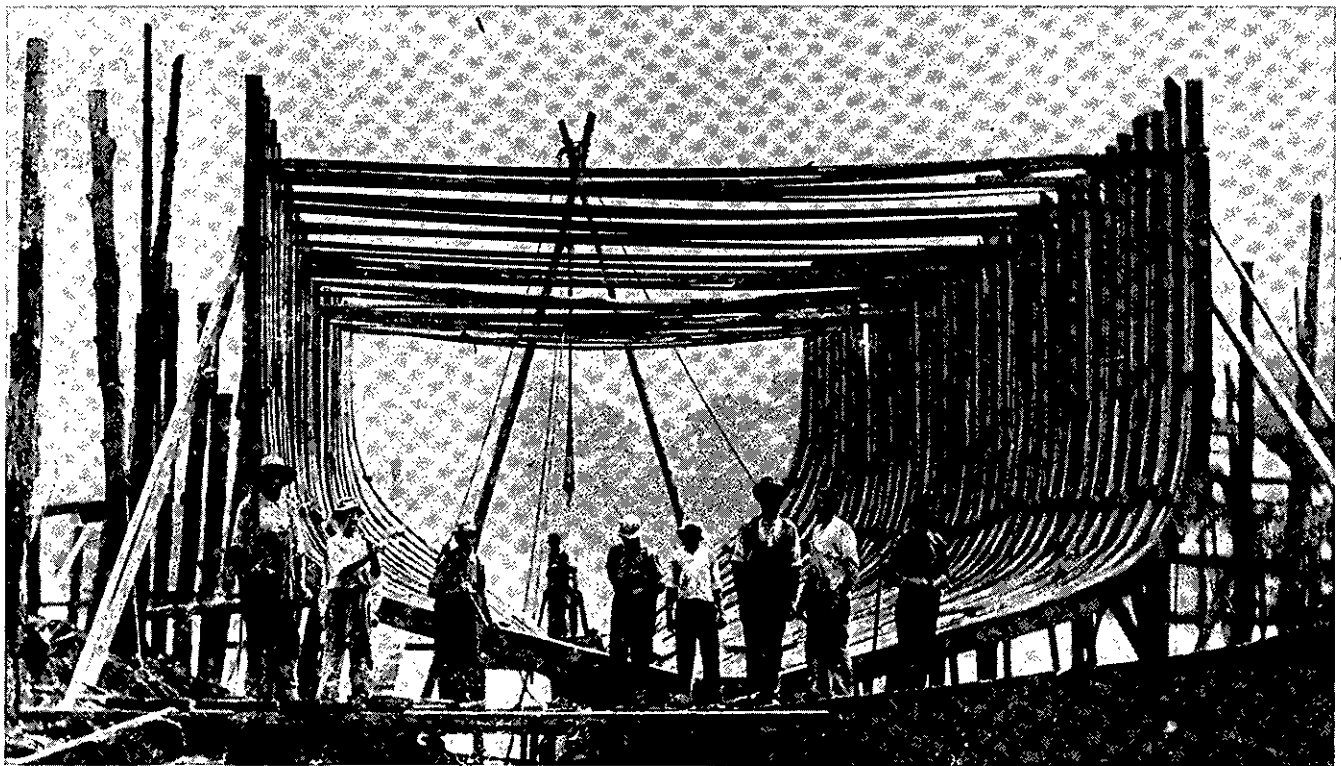
Expansion of Trade Routes

With independence from Great Britain won at the close of the Revolution, the 13 original colonies set out on a new economic course. The road to economic recovery was difficult and slow for those Massachusetts seacoast towns that had contributed so many of their men and sunk so many of their resources into the war effort. A lingering post-war depression left many merchants and shipowners in smaller towns facing economic ruin. In time, however, the Salem merchants that had prospered during the Revolution began investing their fortunes in reestablishment of their fishing fleets and reaffirmation of old trade relationships. The more far-sighted also began looking for expanded opportunities in new areas, primarily around the Baltic Sea and in the Far East. Commercial trading was changing because the American merchants, while divesting themselves of the hated British trade restrictions, had also lost the benefits of colonial status, such as their monopoly in the West Indies-America trade and, until 1796, the right to trade in the British West Indies (although smuggling soon revived that market).

The height of Massachusetts' maritime activity came between the Revolution and the War of 1812, when the New England traders' willingness to take risks and seize opportunities, combined with larger and faster ships, led to the exploration of worldwide markets. Because Massachusetts ships were no longer limited to ports approved by the British, a golden age of unrestricted trading



The Adventure



Shipbuilding, Essex
Courtesy, Essex Shipbuilding Museum,
Essex Historical Society, Inc.

began, during which time commerce was carried on with almost every major world port. Although Salem merchants continued to trade with Europe, the East and West Indies, and South America, they also became fiercely competitive in capturing the new trade opportunities, knowing that the old trade patterns would no longer be as lucrative. No port was too distant, no waters too dangerous as Salem traders opened markets in Russia, the American Northwest, Africa, and the Near and Far East.

At the height of Salem's post-Revolution commercial activity, from the mid-1780s to 1807, forty wharves lined the South River harbor. Mercantile activities focused on Derby Wharf, which is still in place today. The wharf was constructed in two stages: The first 803-foot section was constructed between about 1764 and 1771 by Capt. Richard Derby and his son Elias Hasket Derby and is one of the few surviving pre-Revolution port facilities in the country. A 1,300-foot section was added during 1806-8 by E. H. Derby's heirs, making the wharf the longest on the waterfront. E. H. Derby, William Gray, and Joseph Peabody were the merchants most responsible for Salem's penetration of Far Eastern markets. Many of Salem's most successful vessels belonged to Derby, whose privateers had captured 144 rich British prizes during the Revolution, making him America's first millionaire. Derby's vessel *Light Horse* was the first U.S. ship sent to Russia, and his *Grand Turk* the first to stop on the Isle de France, to try the dangerous Straits of Mallaca at Sumatra, and to open the China trade to New England. Two other Derby vessels, the *Sultana* and the *Peggy*, were the first U.S. ships to visit India. From Mocha to Batavia (now Djakarta), Salem vessels carried the American flag into numerous Eastern ports for the first time. The East became Mecca for every ambitious Salem merchant.

Boston and Salem virtually divided the East, leaving little to other American ports. In this commercial rivalry, Boston vessels preferred

to sail around Cape Horn, then on to the Northwest, where crews obtained furs from the Indians before sailing for Canton, while Salem vessels generally rounded the Cape of Good Hope and roamed the Indian Ocean and South Pacific.

Rarely did Salem traders sail directly for the Orient. Rather, a vessel leaving home port would be stocked with goods for trade along the way. Just as in the 17th century, fish was still the foundation of trade. To this cargo were added other New England items such as salt beef, butter, woodenware, mast timber, shingles, tar, spermaceti candles, and ginseng, as well as hard currency. With this cargo they set sail, stopping in Saint Petersburg to purchase trade goods for Java and in London and Cadiz to convert goods to British letters of credit and Spanish dollars, which were the only western currencies accepted in the East. Salem vessels then followed down the coast of Africa and rounded the Cape of Good Hope, sailing on to the Isle de France to begin serious trading. From there, the ships followed the African coastline along the rim of the Indian Ocean to India and on to Batavia and Canton, China. All the way, shrewd Yankee captains drove profitable bargains, often turning over cargoes a dozen times and amassing profits of several hundred percent. Reversing direction, Salem's captains then headed home, hoping for favorable trade winds.

Back in Salem the produce of the world was piled onto the wharves, from where it found its way into the warehouses, the elegant shops, and the town auctions: cocoa, sugar, molasses, and cotton from the West Indies; ivory, myrrh, and gold dust from Africa; tea and silks from China; Castile soap, wines, figs, lemons, and raisins from Spain; cinnamon, cloves, nutmeg, and pepper from the Spice Islands; indigo from the Philippines; logwood dye from Africa; gin, hemp, nails, and cheese from Amsterdam and Hamburg; cottons, sugar, and cheroots from India; prunes and almonds from Marseilles; sail

cloth, iron, and cordage from Russia; and coffee, saltpetre, dates, horses, camels, tigers, and even an elephant from Muscat and Oman. Out of all this, pepper was the most profitable cargo, for Salem held a virtual monopoly in the spice.

During the early years of the nation, 90 percent of the federal budget came from customs duties, and Salem merchants paid an average of 8 percent of those duties as their town became one of the most prosperous and active ports of the Federal period.

While Salem developed as the center for the Far Eastern trade and a major distribution point for foreign goods going to other parts of the United States, Newburyport developed its own individual trade. After regaining post-war prosperity through a combination of shipbuilding, fishing, and West Indian, Russian, and European trade, the town became the shipping headquarters for lumber, firewood, and the country produce of the lower Merrimack River valley, helping establish the strong shipbuilding industry of the area.

Maritime Society Flourishes

The new worldwide trade initiated by Salem's merchants after the Revolution stimulated lagging manufacturing and craft activities. Shipbuilding, carpentry, rigging, and other ancillary trades all benefitted from the rising fortunes of the era as merchants and shipowners built larger vessels and sponsored increasing trips to a variety of exotic ports of call.

This association with countries all over the world resulted in a new level of worldliness and sophistication in Salem and other seaboard towns, as merchants and sea captains began pouring their fortunes into costly Federal-style houses, such as those on Chestnut Street in Salem and High Street in Newburyport, which they filled with

sumptuous furnishings from the Far East. Skilled craftsmen and designers to supply these magnificent houses were in great demand. One of the foremost was Samuel McIntire, the great 18th-19th century architect of Salem whose elegant three-story homes with prim exteriors and charming and finely crafted interiors may still be admired on Chestnut, Federal, and Essex streets and around Washington Square.

During this time the west end of Salem, primarily Essex and Chestnut streets, became a wealthy and exclusive area, populated by established and conservative Federalist merchants. The new Republican sector of Salem society, staunch supporters of Thomas Jefferson's egalitarian principles, drained and landscaped the old common to the east and surrounded it with mansions. East of them, toward the waterfront, stood crowded blocks housing sailors, shipyard and ropewalk workers, and a few Irish and French immigrants.

Decline of Salem's Maritime Commerce

With the resumption of the Napoleonic Wars in 1803, American neutrality faced new threats. Great Britain and France clamped further restrictions on the neutral carrying trade in efforts to deprive each other of the materials of war. Controversy was also renewed with Great Britain over impressment and blockades. As a result of increasing British and French interference with American commerce, President Jefferson in 1807 decided to take retaliatory action designed to force France and Britain into recognizing the rights of neutral traders. Believing that the United States was not strong enough for war and that an embargo against trade with other countries would hurt England and France and force a change in policy, Jefferson prohibited all foreign trade in and out of U.S. ports. As it turned out, the embargo, which included the Indies and China trades, severely crippled only New England's economy.

Within a year nearly all of Salem's fleet and crews were idle, severely affecting the income level of all related trades. It has been estimated that President Jefferson's legislation put one-fifth of Salem's population out of work. Maritime activities also slackened in smaller ports, such as Salisbury and Newburyport; and interior towns such as Amesbury, which depended on shipping, fishing, and shipbuilding in support of the West Indies trade, also suffered. Towns like Newburyport lost population and did not begin to recover until the mid 1830s, when the construction of mills changed the focus of the local economy.

After the lifting of the embargo in 1809 and the reopening of U.S. commerce with all countries except Great Britain and France, Salem briefly became an active port again, even extending trade to the Fiji Islands. During the years 1807-12, however, some shipping capital had already been invested elsewhere and some consolidation of shipping operations had already begun.

The War of 1812 with Great Britain, for free trade on the high seas, resulted in another embargo on foreign trade. Although some Salem sea captains again participated in privateering and found it profitable, the British managed to capture 26 Salem vessels. American ships continued to seek new ports in the Pacific and along the coast of Africa, but by the end of the war Salem's economy was undergoing fundamental changes. It was evident the port was declining, and merchants continued to move their businesses to Boston, New York, and other larger harbors. With the decline in the number of overseas trading ships as a result of the war, Salem never again attained the profits of pre-embargo days or the status as a center of foreign trade.

Even after the wealth and glamour formerly associated with extensive foreign trade had ceased to be a part of the scene, Salem remained a busy port for many years. Because the town's commercial shipping had become

very specialized, merchants were able to hang onto their federal-period markets for a brief while after the War of 1812. As late as 1825 nearly 200 vessels still operated out of Salem. The town even reestablished a vibrant, though smaller, oceanwide commerce during the 1830s. In addition to changing their trade patterns and instituting shorter voyages, merchants sought markets in South America, the Maritime Provinces, California, the American Northwest, and the South Sea Islands. They brought back hides and cotton from several ports to supply the growing number of shoe and textile industries and established a great commercial trade with the east coast of Africa for gum copal from Zanzibar that could be processed into a base for varnish. A number of the forty-niners heading for the California gold rush set sail from Salem Harbor.

Although Massachusetts commerce between 1815 and 1850 continued to involve the Sumatran pepper trade and voyages to the West Indies, South America, the Mediterranean and the Baltic, the East Indies, China, California, and the South Seas, Salem Harbor became less attractive as a port of entry as Boston acquired better rail connections and, in a struggle to keep pace with New York, began absorbing the foreign commerce and shipping of every other Massachusetts seaport. In addition, silting of Salem's shallow harbor made it unnavigable for the larger merchantmen and clipper ships built from the mid 19th century on.

When Joseph Peabody, a leader in Far East and South Seas commerce, died in 1844, Salem's East Indies trade had virtually ceased. Nonetheless the relatively small port of Salem had assured its place in history. In the vanguard of America's economic and cultural expansion, the residents of Salem had brought their country into the world community by opening a variety of foreign markets to U.S. trade.

Despite the decline of foreign trade, Salem's maritime sector continued to contribute to the overall economic well-being of the town as merchants began supporting nascent Essex County industries. In addition, many old mercantile families from Salem and other Essex County towns became pioneer manufacturers, remaining shipowners but investing their surplus funds in manufacturing stock. Industry gave the area a more diversified economic base and compensated for the loss of jobs in maritime commerce. The manufacturing, processing, and refining of imported goods became more important as time passed and encouraged the interdependence of native industries and the maritime shipping on which they depended for the import of raw materials and the export of finished products.

Ships and Shipbuilding

During the 19th century sailing vessels reached their culmination, illustrating a marriage of beauty and utility that has rarely been matched. Ships were the greatest technological expression of the age, the space shuttles of the maritime era. They symbolized the essence of their time: not only the technology, but also the hopes and lives of the people. In port cities like Salem, the pride of the community was embodied in the ships riding into the harbor. At its peak in 1807, Salem's fleet numbered some 200 vessels. Each ship had her own unique life, character, and history, and the most famous were known throughout New England and the world.

Salem's famous East Indiamen trading vessels, the equal to any in quality, had more modest dimensions than some to allow them to move in and out of Salem's shallow harbor and to balance the potential for profit with the economic risks of each voyage. Their rounded barrel bottoms, designed to maximize cargo space and allow them to rest on the floor of Salem Harbor at low tide, pushed the seas out of their way rather than slicing through them,

making them relatively sluggish; however, they drew less water, were easier to handle, and thus were safer and financially less risky than the larger ships of the period. They also had access to more ports and more goods. A ship too large was thought to hold too much cargo, glutting the market. Enos Briggs was the most celebrated Salem shipwright. Among others he built the *Grand Turk* for Elias Hasket Derby and the frigate *Essex*, the largest vessel ever produced in Salem.

Salem was a major shipbuilding center; however, the greatest shipbuilding center of New England during both the colonial and federal periods was the lower Merrimack River valley from Haverhill to Newburyport (Morison 1979). The area around Cape Ann, particularly the town of Essex, also grew into a significant shipbuilding area for fishing schooners. In the words of Captain Jim Sharp, who owned the *Adventure*, the famous fishing knockabout built in Essex and docked in Gloucester, "these vessels were the epitome of commercial sail. Some were known for speed, some for their beauty, all for their ability. A vessel capable of surviving the fishing grounds of the North Atlantic in winter, of being driven to the limit and beyond to make the market - that's a vessel we bow to" (Garland and Sharp 1985).

The construction of a ship often took several years and involved many different trades: The shipbuilder designed the vessel and controlled the construction; the skilled tradesmen included carpenters, sawyers, hewers, plankers, dubbers, painters, and caulkers; the craftsmen included blockmakers, windlassmakers, anchor smiths, carvers, sailmakers, blacksmiths, pumpmakers, boatbuilders, sparmakers, joiners, instrument makers, and ropewalkers. Launchings were town ceremonies during which entire communities closed shop so they could gather, wave flags, cheer, make speeches, and play music, giving the vessels a worthy send-off.

Although sailing vessels increased in speed, culminating with the clippers of the mid 19th century, they were all overtaken by history and by steam. The great sailing vessels were icons of the nation's preindustrial youth. Their taut sails and graceful lines embodied the energy and elegance of the era and symbolized its contribution to America's growth. The great sailing ships generated the capital that was invested in the steam-powered vessels and the industries that by the turn of the 20th century had begun to take the wind out of their sails.

Fishing

Salem supported a commendable fishing fleet to help supply fish for its Far Eastern trade and domestic use. However, the greatest fishing community in America by the end of the 19th century was Gloucester on the Cape Ann peninsula (Morison 1979).

Gloucester has been a fishing community since colonial times. The city's fishermen first concentrated on cod, then halibut and mackerel. Different methods for most effectively catching each type of fish led to many inventions by the men of Cape Ann, including the mackerel jig, the bait mill, the purse seine, and the seine boat. Gloucester fishermen worked the Grand Banks of Newfoundland and the treacherous Georges Bank off Cape Ann, and later expanded to Greenland, Iceland, and the Gulf of Saint Lawrence.

From 1830 to 1865 the fishing industry grew phenomenally in Gloucester and Rockport. In 1831, when cod were in short supply, Gloucester fishermen began to concentrate on catching halibut and then mackerel, allowing them to sustain a growing fishing industry when other towns' fishing industries were waning. Between 1837 and 1865, the number of vessels engaged in the mackerel and cod fisheries increased from 221 to 341, the total tonnage more than doubled, and the number

of men employed increased nearly three fold. In 1846 a rail link connected Gloucester to Boston, allowing Gloucester fishermen to compete with Boston for a share of the fresh fish business. During this period of growth fish were also used extensively in trade with Europe, the West Indies, and Surinam, and as a source of food for the people moving to the western frontier of America. Even further gains were made when Gloucester became a fish supplier for the Union army during the Civil War.

For nearly the first 150 years most of Gloucester's fishing captains were Cape Ann Yankees. But by the middle and end of the 19th century skippers from Maine, Nova Scotia, Newfoundland, Ireland, Scandinavia, Portugal, and Italy were taking command. By the close of the Civil War Gloucester was "by far the greatest fishing town in America" (Morison 1979). By this time the town's fleet had a tonnage even greater than Salem's and an annual catch worth almost \$3 million, and over 90 percent of all the men in town worked in the fishing industry. By 1895, the peak year, more than 5,500 Gloucester men worked as fishermen. The city's fishing industry began to decline at the onset of the 20th century, but fish processing began to offset the loss. In 1931 Charles Birdseye introduced the quick freezing process, revolutionizing the food preparation industry. Fishing and related industries, although not as dominant as during the Civil War days, remain an important part of Gloucester's economy.

Growth of Cultural Activities

Salem's cultural activities prospered despite the waning of her foreign commerce. Numerous merchants had amassed large sums of money during the height of maritime trade and could afford time and dollars to support preservation and literary endeavors. During this period two important educational institutions came into existence. The Essex

Institute was incorporated in 1848, merging the Essex Historical Society, founded in 1821, and the Essex County Natural History Society, founded in 1836. The Essex Institute is now one of the largest regional historical societies in the United States. The second major institution, the Peabody Museum of Salem, is the oldest continuously operating museum in the country. Founded as the East India Marine Society in 1799, it was originally concerned with accumulating navigational information and collecting "natural and artificial curiosities" through society members, who were masters or supercargoes who had sailed beyond the Cape of Good Hope or Cape Horn. The present internationally known museum of maritime history was renamed for benefactor George Peabody and rededicated to the general dissemination of useful knowledge and scientific data.

One benefit of the decline in Salem's port activity occurred in the field of American literature. One of Salem's best-known native sons, Nathaniel Hawthorne (1894-64), was born on Union Street in a house preserved today on the grounds of the House of Seven Gables along the Salem waterfront. Hawthorne served as surveyor of the port at Salem's customhouse from 1846 to 1849. Because of the decline in shipping activity at the wharf, Hawthorne found plenty of free time in which to gather material for several of his principal works, including *The House of the Seven Gables*. During the mid-19th century he emerged as an author of great note, primarily because of his attempt to put into perspective some of the early social issues of Salem, such as the Puritan morals so eloquently described in his classic work *The Scarlet Letter*. Other well-known writers, including William Lloyd Garrison and John Greenleaf Whittier, lived and worked in other communities in Essex County. In addition, many significant literary and political figures came to Salem to speak at the Lyceum, now a popular restaurant. These included Henry

Thoreau, Ralph Waldo Emerson, Daniel Webster, and Oliver Wendell Holmes.

BEGINNINGS AND GROWTH OF LEATHER AND TEXTILE INDUSTRIES

Beginnings of Local Industry

The early farmers of Essex County were primarily self-sufficient, working to produce the necessities of life and often plying a second trade to supplement their meager incomes. They determined their own schedules for these cottage industries, which usually filled their idle hours and the winter months. These early laborers owned what they produced and bartered for other needed goods with their neighbors. A variety of services were available in the early Essex County towns, including weaving, shoemaking, coopering, gunsmithing, and the like, which were conducted in houses or in separate workshops.

Most of the small settlements in Essex County had some sort of local manufacturing by the time of the American Revolution. Even the primarily agricultural communities, such as Amesbury, Haverhill, Rowley, Boxford, and Middleton supported sawmills, iron works, tanneries, and small-scale shoe or textile operations.

American manufacturing on a larger scale began with Jefferson's Embargo of 1807, which halted the importation of manufactured goods from England. It grew during the War of 1812, which forced America to become self-supporting and encouraged the growth of industries to replace dependence on foreign trade. The geography of Massachusetts played a large part in the development of industry, offering in addition to good harbors a plentiful supply of streams and rivers to generate waterpower.

After the war of 1812, every town in Massachusetts with a natural waterway set up

a textile or paper mill or an iron foundry. A similar expansion in shoemaking enhanced the economy of coastal villages such as Essex, Beverly, and Newbury and became the economic mainstay of towns such as Lynn and Haverhill.

Industrial development gained a more secure position with passage of the protective tariff of 1816, which was designed to ensure the healthy growth of infant industries that had developed between 1807 and 1815. Further impetus to industrialization was provided by the invention and perfection of such labor-saving devices as the power loom and stitching machines, which mechanized the industrial process and streamlined production. As far-seeing mercantile families and financiers turned to manufacturing, they invested capital accumulated through trading to promote industrial activities. This culminated in the 19th century in the establishment of large-scale manufacturing communities such as Lowell and Lawrence.

Growth in the Leather Industry

Hides for shoemaking, until they began to be imported during the maritime era, came from farm animals, and until the 1840s shoemaking was primarily a handicraft task, performed on a *domestic* or *putting out* system.

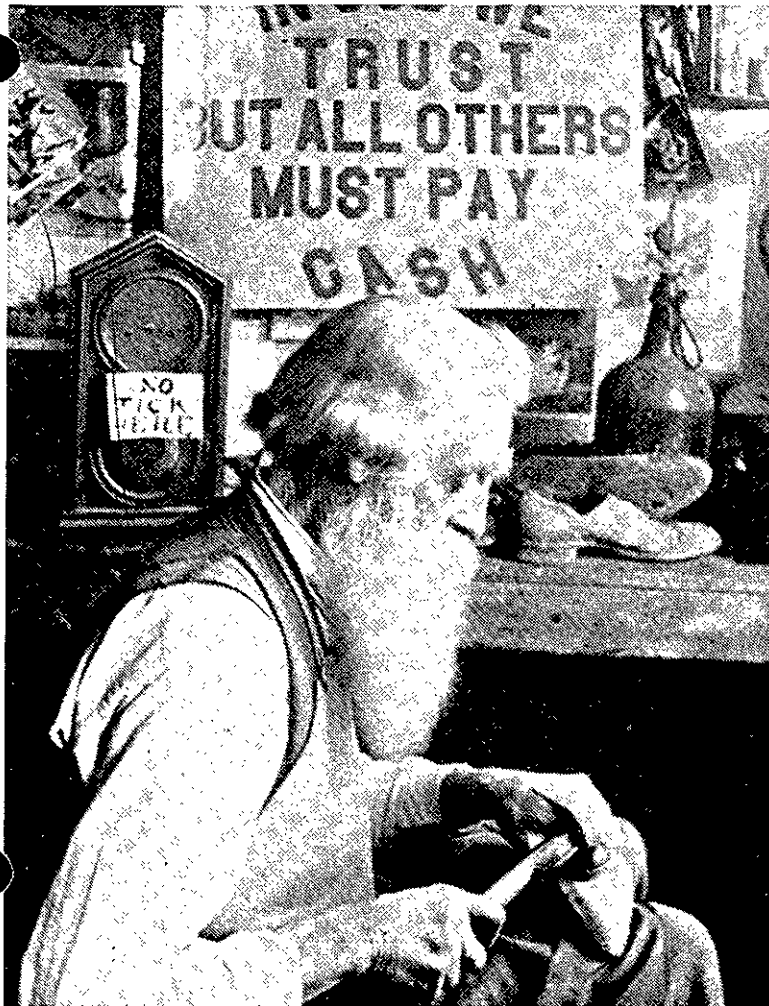
Entrepreneurs left the necessary materials within a 20-mile radius and then collected the finished work, paying per shoe. Women did some of the work in the home, but by the early 18th century men had begun moving their benches out of their houses into small separate shoe shops known as *ten footers*.

The leather industry flourished as a result of commercial shipping. By about 1800 Salem was supplying hides from South America for processing in local tanneries. "Blubber Hollow," the filled-in basin of the North River, became the focal point of Salem's hide and tanning operations. About three-fourths of Essex County's tanning and currying of

leather occurred along this mile of canal lying partly in Salem and partly in South Danvers (Peabody). The hollow received its name from the odor of fish and whale oils that were used in the tanning process and then washed along with other refuse into the river. Salem became prominent as a distribution center for the raw materials sent to cobbler shops in Danvers, Peabody, and Lynn, and also to Haverhill, although the latter town also contained tanneries for processing. Salem's involvement in overseas trade led to the creation of another branch of the shoe industry in the 1830s-40s. After pure gum rubbers from Brazil were fitted onto Lynn lasts, rubber overshoes became an important new product.

By the 1840s every town in the county was producing boots and shoes, but each worker still had the freedom of setting his own hours of employment and other working conditions.

Between 1820 and 1850 some of the more enterprising shoe shop owners constructed central shops in which more control could be exerted over quality and design. These central shops served as the focal point of the shoe industry until the age of mechanization brought a variety of changes to the manufacturing process and its environment. The invention of the stitching machine in the early 1850s and a variety of other contrivances that eliminated handwork further reduced worker independence while increasing productivity. By the late 1850s moderate-sized shoe factories were replacing small central shops in Lynn, Haverhill, and Marblehead, and in just a few years the boot and shoe industry was rapidly transformed from a relatively decentralized system of production to the industrial regimentation of the factory system. Now large numbers of workers labored in highly systemized plants where each person performed only a small part of the total production. Hours and wages were set and the goal was maximum profit. Earlier values of skill, independence, and creativity fell victim to corporate greed.



Farmer in 10-foot Shoe Shop

Courtesy, Trustees of the Haverhill Public Library, Special Collections Department

GENERAL STRIKE

TO FREE

ETTOR AND GIOVANNITTI

MONSTER MASS MEETING

Workers
This Is
YOUR
Fight!
Whether
Organized
Or Unor-
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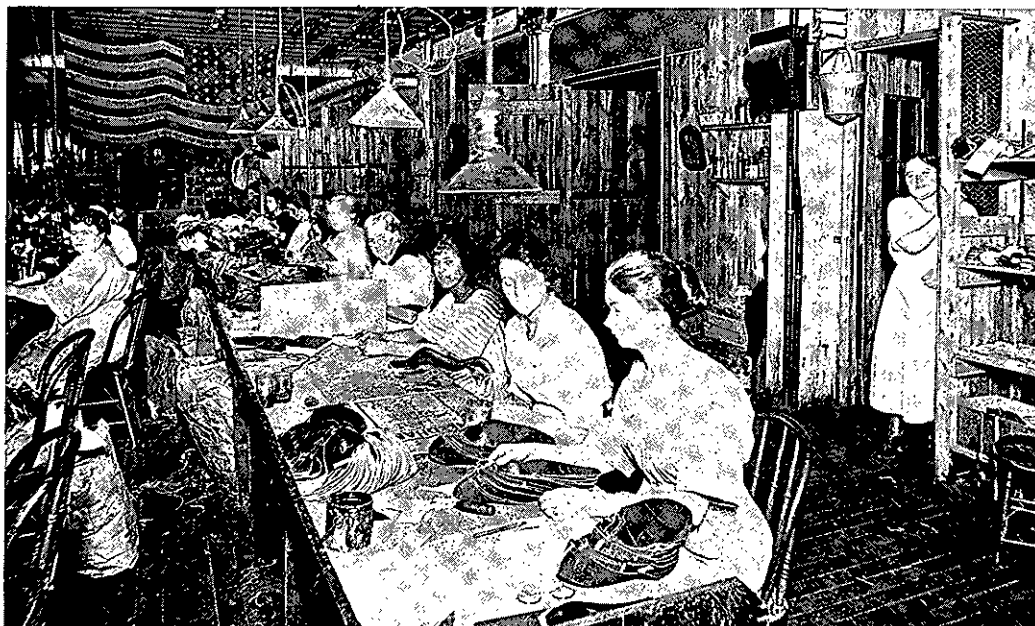
Stay A-
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Don't Hesi-
tate Strike
Altogether

Elizabeth Gurley Flynn

Will Explain to the Workers of Haverhill
How They Can Do Their Part To Make This General Strike Effective
COME TO WASHINGTON SQUARE
WEDNESDAY, OCTOBER 2, AT 8 P. M.
Thousands Of Workers In Other Cities Are Waiting For The Signal
You Must Be Ready

Factory Workers' Strike, Haverhill

Courtesy, Museum of American Textile History



Shoe Factory Workers

Courtesy, Lynn Historical Society

The most common occupation in Essex County in 1860 was shoemaker. Tanners were also common; in fact, almost 35 percent of all tanners and curriers in the commonwealth were concentrated in the Salem/South Danvers area. Lynn was an important center for the invention and manufacture of shoe machinery, and Beverly's United Shoe Machinery Company, established in 1905, was a model facility that at one time supplied most of the machinery for the U.S. shoe industry.

As a result of continuing technological advances, the boot and shoe industry grew tremendously in a short period of time. Lynn served as one of the leading shoe centers in the United States until the fire of 1889. Haverhill, whose shoe industry had grown considerably in the early 1830s and again in the 1870s, was another leading shoe producer by 1890. From about 1890 to the 1930s Brochton, south of Boston, was the major shoe center, followed by Haverhill and Lynn. Peabody became the largest leather producer for the industry in the early 20th century and maintained that position until the town's fortunes began to decline during the depression of the 1930s.

During the period 1870-1915, Salem increasingly turned to manufacturing. During that time, Salem's 59 leather treatment factories produced tanned and curried leather worth more than \$3 million annually. By 1905 shoe manufacturing was the leading industry in town, with 42 factories producing shoes valued at over \$4 million.

Growth in the Textile Industry

Although sawmills, gristmills, and fulling mills had been a significant part of early settlement in Essex County, where waterpower was harnessed early, textile mills did not appear until later. Until the beginning of the 19th century, textile production remained in the home or in the shops of town weavers, who in some early towns were given

grants of land in exchange for their services. The first effort to introduce an organized step into the production of textiles came around 1800 with the introduction of carding mills. Individual towns permitted and controlled these mills, and the owners derived a small income from providing the service. The mills, however, did not severely affect the basic economic system of self-sufficiency and bartering.

Textile mills developed later because they were different from other mill operations, requiring more workers and presenting managerial problems of organization and control. They were also more complex mechanically. Because no textile machine manufacturers existed at this time, each early mill required its own machine shop. As further textile operations developed along the county's waterways, the manufacture of textile machinery became a successful by-product of that industrial activity.

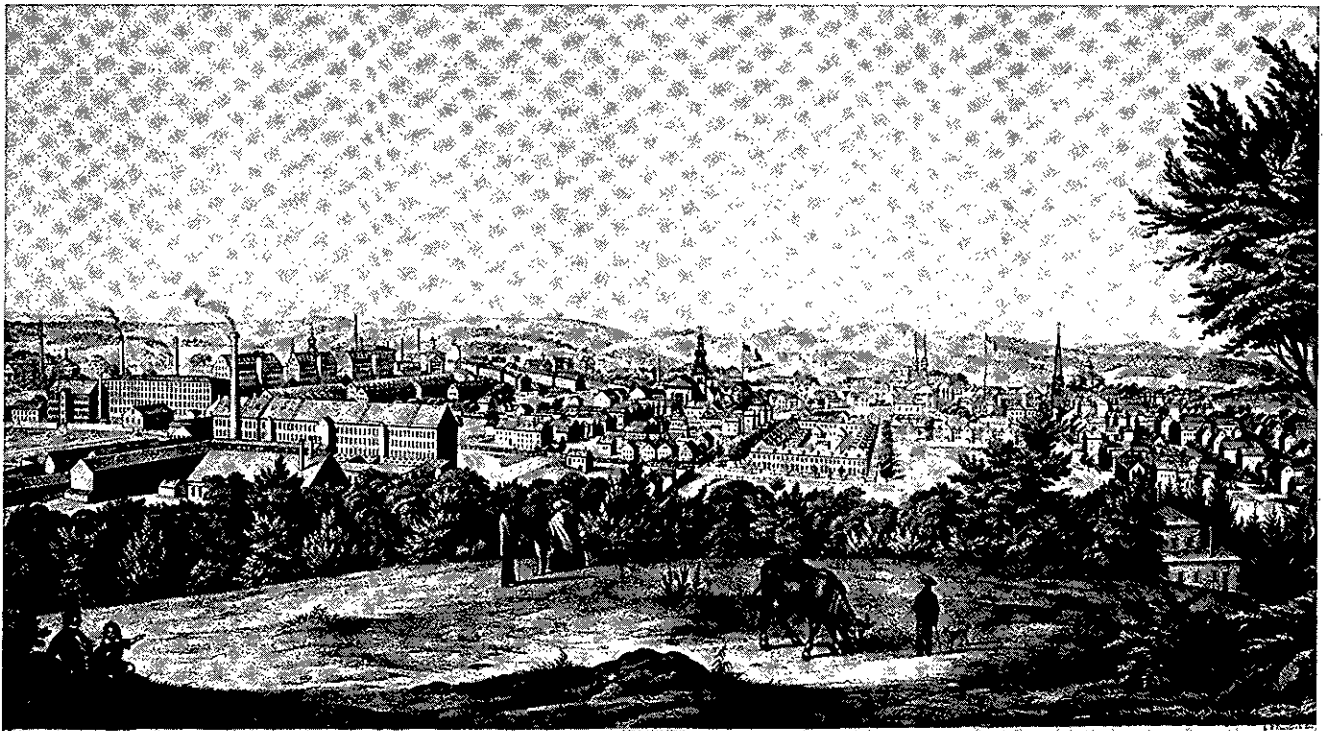
Early textile mills existed on the tributaries of the Merrimack River, where the technological demands of textile manufacturing could be easily met. One example is the extant cotton-spinning mill on the Powow River at Amesbury, which began operations in 1812. Textile technology proceeded on a trial-and-error basis, with each mill relying on hearing of the progress of others and making changes in its system based on that information.

Nearly all innovations in textile technology originated in England prior to 1800. In 1802 James Scholfield, a British emigrant, became the first in the Merrimack Valley to card wool by machine using the waters of Cochichewick Brook in Andover's North Parish. He also helped Nathaniel Stevens begin wool manufacturing there in 1813. The Stevens company eventually acquired other mills in the Merrimack Valley, producing woolen flannels and suitings. The needs of the Stevens mill operations generated a firm of skilled machinists, which became the



Textile Factory Workers

Courtesy, Museum of American Textile History



VIEW OF THE CITY OF LAWRENCE MASS.

DEDICATED TO
SAMUEL LAWRENCE ESQUIRE.

The City of Lawrence is situated in the County of Essex, State of Massachusetts, and was founded in 1827. It is the largest city in the State, and is the seat of the County Government. It is the center of the textile industry, and is the largest manufacturing city in the State. It is the largest city in the State, and is the seat of the County Government. It is the center of the textile industry, and is the largest manufacturing city in the State.

Planned Textile City, Lawrence

Courtesy, Museum of American Textile History

famous Davis and Furber Machine Company. Their early plant, known as Machine Shop Village, still remains in North Andover. In Andover's South Parish, another emigrant from England began a cotton-spinning mill in 1804 on the Shawsheen River, which he later refitted for wool manufacture. The Marland Mills, known for fine flannels, were purchased by Stevens in 1879.

These first small factories introduced some major changes in the production of textiles. People still brought basic skills to the workplace, but they received wages rather than owning the product. The owner set the hours and determined the type of product and the production level. Profit became the main goal. It was the start of industrial capitalism.

The next major steps in the evolution of the textile industry were taken with the establishment of mills at Waltham, on the Charles River, by the Boston Manufacturing Company. Francis Cabot Lowell, a Boston merchant, was the guiding spirit behind this enterprise. In connection with the mills at Waltham, Lowell introduced one of the first operating power looms in America in 1813. Machine weaving, which transformed yarn into cloth, was a necessary step to ensure that the American textile industry could compete with the English.

Lowell also introduced the Waltham system of labor, which replaced the labor system in use since the last decade of the 18th century. The earlier system, used at Ballardvale and Andover, had employed entire families who were sheltered in company-owned housing and under the thumb of their employer, thus generating a permanent class of factory workers. The Waltham system proposed hiring single women and training them to operate mill machinery. Housed in dormitory-like buildings with matrons overseeing their behavior, the young women were expected to be only a transient labor force easily replaced by others as they married or returned home. In addition the

Boston Manufacturing Company built the first factory in the world in which all the cotton textile processes were performed by machines under one roof. This integrated factory system proved extremely successful.

The Boston Manufacturing Company moved from Waltham, became Boston Associates, and incorporated as the Merrimack Manufacturing Company. This company constructed a mill and a complex canal system that delivered falling water to power the mill's turbines. This mill site became Lowell in 1826 and grew to the second largest city in the commonwealth by 1840. After Lowell, numerous other textile mills began to develop throughout Essex County.

The Lowell experiment was so successful that the owner of the city's mills and canal system built a second, larger factory town about 11 miles downstream in Essex County. This town, Lawrence, became the ultimate capitalistic form in the evolutionary development of the textile industry. The company built and owned almost everything in Lawrence, and the town's government and industry became one and the same.

Within a few years Lawrence contained several textile factories with associated boardinghouses for women employees and their families. By 1890 it had become the third most important city for the manufacture of woolens in America, and by 1910 it was the leading worsted cloth manufacturing center. At its peak of production at least 11 mills, along with many ancillary industries creating items needed for textile manufacturing, were operating in the town. A large dam built to compensate for the lack of fall in this area of the Merrimack remains the most impressive of the industrial structures in the lower Merrimack Valley.

The larger industrial enterprises such as Lowell and Lawrence strove for efficiency. As more complex machines were devised, the skill of the workers and their importance as

individuals became unimportant. Workers had little ability to influence production and little say in the entire process.

The extent of domestic clothing manufacture in Essex County by this time had stimulated the importation of wool from western Turkey and South America and of cotton from the Gulf ports and Charleston. These raw materials, along with coal to heat the factories, were brought in through Salem Harbor. And from that harbor Yankee vessels transported a new export commodity – manufactured textiles – to world markets.

Textiles emerged as an important industry in Salem with the incorporation of the Naumkeag Steam Cotton Company in 1839. The lack of hydropower to run that mill made it reliant on steam as a power source. By 1847 the Naumkeag mill, built on the site of a former fish drying area, was reported to be the largest in the country, employing 600 people. By the mid 1860s it was producing jeans, sheetings, shirtings, and flannel worth almost \$2 million.

Immigration and Labor

A dramatic increase in population accompanied Essex County's industrial development, as European immigrants in search of work settled in the major industrial cities. Prior to 1840 mill workers were primarily Yankees. The advancing position of immigrants in the economy was due in part to the changing structure of New England labor.

From the 1820s to the early 1840s labor was easy to secure from the local agricultural work force. The interest shown by farmers in this new type of work was due not only to the opportunities for profit offered by industrial work, but also to growing competition from western agriculturalists, especially after 1825, when the opening of the Erie Canal allowed the cheap and rapid movement of western products to the East.

Many Massachusetts farmers were glad to leave their homes for a while, and whole families migrated to mills on a casual basis, only staying for a season or sometimes as long as a year. Young girls were attracted to the mills until they got married or grew tired of the work. Because of their well-established rural backgrounds, however, this first generation of industrial workers did not feel permanently committed to the mills, and eventually several circumstances converged to cause native workers to relinquish their place in New England industry to immigrants, especially the Irish. Primary factors were the mobility of the native population and irreconcilable conflicts between manufacturers and employees, resulting in several unsuccessful strikes.

As early as 1643 John Winthrop, Jr., organizer of the Saugus Iron Works, imported skilled workmen from England and Scotland to man that operation. A number of other towns in Essex County, including Salem, Lawrence, Lynn, Haverhill, and Gloucester, also rapidly acquired diverse ethnic populations. The immigrant invasion strongly affected the social and political aspects of these communities, as each ethnic group established its own religious, social, and cultural institutions. The large population of industrial laborers attracted a variety of workers' organizations, such as the Knights of Labor, Knights of Columbus, and women's suffrage groups and gave new direction and impetus to a burgeoning labor movement. American society was unprepared for this economic and social revolution, and the later 19th century was marked by industrial strife. The strike staged by the shoe workers of Lynn in 1860, consisting of demonstrations, processions, and meetings, was the most sizable single strike in pre-Civil War America. Lawrence's renowned Bread and Roses Strike of 1912, precipitated by a reduction in wages by factory owners, became one of the early 20th century's most intense labor conflicts.

In Salem, French Canadians came to work in the Naumkeag Steam Cotton Mill in the 1840s, and boardinghouses were constructed in the area of the mill to accommodate them. Irish immigrants were attracted to the Salem waterfront after 1850. By the turn of the century Polish immigrants had taken their place, to be followed by Italians, Jews, Russians, and Hispanics, all of whom formed ethnic enclaves in the area of the Salem waterfront. Salem took on a new role in these years, providing the initial stage of acculturation for these newcomers. A number of organizations exist today in Salem that provided aid services to various immigrant groups. These include the Russian Aid Society, the Polish Club, the Polish Legion, and the Emmerton Settlement House. Another important resource from this era in Salem is the Russian Orthodox Church. The population pressure through the years resulted in a total transformation of the Salem waterfront by the partial filling in of water areas such as Mill Pond and the North and South rivers to provide new land for residential, transportation-related, and industrial development.

MAJOR ESSEX COUNTY HISTORIC MUSEUMS

The Essex Institute is one of the oldest, largest, and finest historical centers and houses some of the most highly regarded collections of historic arts and artifacts in the United States. Since 1821 a richly varied assortment of objects belonging to Essex County residents have come to the institute, resulting in an in-depth museum collection from people of all income levels and backgrounds. Portraits, furniture, silver, ceramics, glass, textiles, uniforms and weapons, tools, lighting equipment, buttons, and tops make up only part of the Essex Institute's collections. The institute also owns and operates six historic houses dating from the 17th to the 19th centuries, a very early

meetinghouse, and a 10-foot shoe shop from Lynn.

Just across the street from the Essex Institute, the Peabody Museum of Salem houses the internationally distinguished collection of objects brought back to Salem by enterprising Yankee skippers. When the original East India Marine Society was founded in 1799, the collections included more than 2,000 objects ranging from exotic plant materials to Japanese decanters. Today there are more than 300,000 objects, artifacts, and works of art exhibited in over 30 galleries. They are divided among five interconnected collections – maritime history, Asian export art, ethnology, natural history, and archeology – which together tell an extraordinary story of America in the great age of sail.

The Museum of American Textile History in North Andover faithfully records the development of the textile industry. Spinning wheels, carding machines, power looms, handwoven coverlets, and machine woven carpets are all part of the museum's vast collections of industrial machinery, textiles, tools, prints, and manuscripts. Through exhibitions, publications, workshops, lectures, demonstrations, special events, bus tours, and audiovisual materials, the museum helps preserve and interpret America's textile history.

The Department of Environmental Management operates heritage state parks and visitor centers in both Lynn and Lawrence. The visitor centers interpret each city's history: The one in Lynn, which will be open soon, concentrates on the development of the city's shoe industry, and the center in Lawrence concentrates on the city's textile industry.

The Society for the Preservation of New England Antiquities, which is the largest and oldest regional preservation organization in the United States, and each town's historical society or association play a prime role in the preservation of significant historic structures.

SPNEA owns numerous first-period homes throughout the county, many of which are periodically open to the public. Nearly all the communities in the county have a historic society or association that owns at least one historic building open to the public and displaying period furnishings.



U.S. Customhouse, Salem

APPENDIX B: METHODOLOGY FOR RATING CULTURAL RESOURCES

The following criteria were used to rate the Salem Project resources:

Representation of Theme

This category indicated how well an individual property or district would enhance visitor understanding of the particular theme.

- 5: Many quality examples representing the theme or one highly distinguished example
- 3: A few examples or one good example
- 1: One or two examples and none highly representative of theme

Proximity to Theme Resources

This category indicated how close theme-related resources would be to one another on the assumption that significant theme-related properties would need to be situated close enough that visitors could make an easy interpretive connection between them.

- 5: Properties are within a district and located within easy walking distance (a few blocks) of several other examples of the established theme or a single property is directly adjacent to other examples of the established theme.
- 3: Properties are within a short drive (about one-half mile) of other resources related to the established theme
- 1: Properties are not in a district or multiple resource area and are greater than one-half mile from other examples of the established theme

Integrity

This evaluation was based on location, original workmanship and condition, and the historical character of the surrounding setting.

- 5: Individual property or majority of theme-related sites in district are in original location, with quality original workmanship, or are nationally significant moved or reconstructed properties retaining exceptional quality of original workmanship, and are in a setting with a strong sense of historical character
- 3: Individual property or several of the most significant buildings in district have sustained alterations but retain many aspects of original character and setting
- 1: Individual property or majority of theme-related buildings in district have been moved, lack quality workmanship, and are in a setting that lacks historical character

Final Rating

The ratings for all of the individual criteria were combined into a final rating for each district or property. The highest possible rating was 5 and the lowest 1.

In order for resources to qualify as important to the Salem Project, they had to rate a 5 for representation of theme and, except in unique cases, have a final score above 4.

Resources receiving the highest final score of 5 were considered to have the highest potential for interpreting a theme. Areas with scores of 4.3 were still considered important, but they had minor problems, such as some loss of integrity or not being within easy

walking distance of other resources. Only in rare cases when it was needed to enhance the Salem Project story was a resource receiving a score less than 4 considered important. For example, lighthouses were determined to be important elements in relating the story of maritime history even though their overall ratings were diminished by the fact that they are typically isolated from other resources and difficult to reach.

APPENDIX C: INVENTORY OF RESOURCES IMPORTANT TO THE SALEM PROJECT

THEME 1: FOUNDING AND EARLY SETTLEMENT, 1623-1775

Salem

Chestnut Street Historic District (5). The Chestnut Street Historic District contains a large number of high quality examples of early settlement and pre-Revolution structures. The earliest houses are the Pickering house (1651), lived in at one time by Col. Timothy Pickering and one of the oldest buildings in continuous family ownership in the U.S., and the restored "Witch House" (pre-1674), home of witchcraft judge Jonathan Corwin and the scene of pre-trial hearings during the hysteria of 1692. Other early homes include the Joseph Cabot house (ca. 1748), the Ropes mansion (1719), and three other 18th century houses. The Cabot and Ropes houses epitomize the Georgian influence on Salem's pre-Revolution architecture. The Broad Street Cemetery, dating from 1655, is the resting site of many of Salem's famous first citizens.

The Witch House is administered as a historic house museum by the Salem Park Department. The Pickering house is open by appointment. The Ropes house is managed by the Essex Institute as a house museum with some interpretation of 18th century life. An easy walking tour within the district introduces visitors to early settlement period architectural styles and Puritan society. Most of the early settlement period structures in this district are owned or managed by preservation-oriented organizations.

Derby Waterfront Historic District (5). The Derby Waterfront Historic District, located along Salem's coastline, includes Salem Maritime National Historic Site, the House of Seven Gables Historic District, and numerous surrounding buildings. Historic development in the area was closely tied to activity at the nearby wharves, beginning in the early 18th century.

Salem Maritime National Historic Site contains a number of early houses and other structures with strong theme association and high integrity. The Elias Hasket Derby house (1761-62, 1790), the oldest surviving brick house in Salem, was built by Capt. Richard Derby for his son. The Narbonne house (ca. 1672), another of Salem's oldest surviving dwellings, was the home of fishermen, mariners, and shipwrights. Derby Wharf (started in 1762 by Capt. Richard Derby) served as one of the busiest wharves in the American colonies and is one of the few surviving pre-Revolution port facilities in the country.

Not far away from Salem Maritime NHS, and directly on the waterfront, is the House of Seven Gables Historic District, consisting of several well-preserved early settlement buildings. Three are 17th century structures: the Retire Becket house (1655) constructed by a shipbuilding family; the Hathaway house (1682); and the House of Seven Gables (1668), built by a wealthy shipowner. The Nathaniel Hawthorne birthplace (ca. 1730-45), was moved to the House of Seven Gables site in 1958 from its original location.

The remainder of the district contains a few early settlement houses and commercial enterprises, including the distinguished home of Capt. Edward Allen (ca. 1768).

Many of the significant historical resources in the waterfront district are preserved and interpreted as part of Salem Maritime National Historic Site and the House of Seven Gables complex. Interpretive tours are provided at both sites. Other residences, shops, and community buildings within the district are privately owned.

Downtown Salem Historic District (4.3). The most outstanding first-period feature of Downtown Salem in terms of size, visibility, and integrity is the Charter Street Cemetery which dates from 1637. This is Salem's oldest burying ground and one of the earliest in the

state. The cemetery is open to the public and has a plaque briefly explaining its history. Adjacent to this cemetery is the restored Pickman house dating from 1620-1680, which gives the area additional early settlement character. The Pickman house is used as an educational facility and is not open to the general public. Also near the cemetery is the internationally renowned Peabody Museum, which contains many fine displays and artifacts representing the beginning of maritime activities during the early settlement period.

Gedney and Cox Houses (4.3). The Gedney house, built in 1665 for a shipwright, was stripped of most of its original and later period finishes in the 1960s, leaving only the original frame. The exposure of the house's architectural structure has made it one of the most important 17th-century study houses in Massachusetts, rivaled only by the Boardman house, another resource important to the Salem Project. The Cox house was built around 1775, probably by the person who owned the Gedney house at the time. The Cox house has been carefully restored, but its original appearance has been somewhat altered by the lengthening of a back room for an overseer's quarters.

Both houses are less than a block from the Chestnut Street Historic District and both are owned by SPNEA. The Gedney house is open to the public by appointment.

Salem Common Historic District (5). The Salem Common Historic District includes buildings surrounding Salem Common and other structures on streets radiating out from the common that reinforce the high architectural quality of the district. Many of the most significant early settlement structures are part of the Essex Institute. Its grounds contain the Crowninshield-Bentley house (1727), which epitomizes a local, middle-income Georgian Colonial structure, the John Ward house (1684), an important example of 17th century architecture and a

national historic landmark, and the Vaughan Doll house, a small structure whose 17th century beams are believed to have originally enclosed the first Quaker meetinghouse in Salem (1688). The district also includes several well-preserved examples of early period homes associated with purveyors of the first trades in Salem. The Daniels house (1667) was built by a shipwright. The John Crowninshield house (ca. 1755) was the birthplace of noted mathematician and astronomer Nathaniel Bowditch. The Webb-Briggs-Whipple house (ca. 1770) was the home of a sea captain and master shipbuilder.

The Essex Institute is open to the public and provides tours of all its early settlement buildings. Other structures in the district are in private ownership.

Potential Resources. Several additional sites have been identified as potentially significant early settlement resources meriting further study:

Gallows Hill, now a city park, may be the site of some of the Salem witchcraft hangings.

Pioneer Village, built in 1930 by the city in celebration of the Massachusetts Tercentenary, represents Salem's original settlement. The renowned George Francis Dow and several other reputable preservation specialists acted as advisors to the reconstruction, arrangement, and furnishing of the village. Although it was intended to last only through the year, the village was never dismantled, and about half the original buildings still exist, including the prominent governor's house and two of the original small frame, thatch-roofed structures. The village is open to the public and has period costumed personnel relating the history of the area.

Salem also contains a number of potentially significant but currently unregistered

archeological resources related to the theme of early settlement:

A portion of the **Blubber Hollow archeological area** was a center for shipbuilding during the 17th century and has good potential for archeological evidence of that industry and also of homesites, outbuildings, taverns, and other elements of early settlement society. This basin along the North River was not extensively redeveloped after a fire in the early 20th century and was eventually filled in to create the low open space between Ledge Hill and Gallows Hill parks. The general lack of ground disturbance has likely served to preserve the archeological evidence of the 17th and 18th century occupation remaining below the fill soils.

The **Essex/Derby Street archeological area** comprises a part of town that was developed during the 17th and early 18th centuries as a wealthy residential area and artisans community, then saw little change during the 19th and 20th centuries, resulting in preservation of its earlier architecture. Most of this area is encompassed by the Derby Waterfront and Salem Commons historic districts. Four 17th century homes, including the Narbonne house, remain on their original foundations, promising extensive archeological evidence of their early occupants. Other historic structures also warrant archeological survey. Although archeological significance is not necessarily tied directly to historical and architectural significance, for the purposes of this study, standing structures identified as highly significant are also assumed to have high archeological resource value. The potential for archeological investigation to contribute to our understanding of the early settlement period is great because of the relative lack of existing information about the period.

The **maritime waterfront underwater archeological area** is certain to contain the

remains of various small vessels, lost cargo, and evidence of local activities, businesses, and equipment, all in an excellent state of preservation. The constant environment and reduced oxygen levels in the silts and clays of the harbor bottom almost guarantee the protection of a considerable amount of abandoned equipment, tools, foodstuffs, organic debris, and other cultural material coming from this hub of early settlement activity. This potential district has very arbitrary boundaries. The wharf area has changed considerably over the years: Landfill has shifted some of the original waterfront many yards inland. In addition, while evidence of wharfside crafts, shipbuilding, and marine railways will quickly diminish with distance from the shoreline, evidence of the smaller early vessels and the coastal and international trade can be some distance out to sea.

The original **Old Planters' settlement archeological area** along the east shore of the North River has excellent archeological research potential, since this area was never intensively developed and the shoreline has suffered little from erosion. First-period settlements, particularly Old Planters sites, are rare, which makes this site even more valuable as a potential source of cultural data.

The **Salem Willows archeological area** encompasses a generally undeveloped area where historic archeological sites are likely. In part because of the lack of historical accounts, such sites, when found, have great potential for contributing to a comprehensive history of an area.

The **John Ward house site** may provide archeological evidence related to the 17th century John Ward house, now removed to the grounds of the Essex Institute. Part of the site is capped, but not destroyed, by the parking lot for the nearby jail.

The **Winter Island archeological area** has excellent research potential, given the early intensive and diverse occupation of the island. The home to much of Salem's 17th century fishing fleet, the island had a large settlement complete with an inn, and the shore was lined with fish flakes and wharves. Beginning in 1644 various fortifications were erected at Fort Pickering.

Salem's historic cemeteries, by their locations, plans, and monuments, represent demographic trends and social and religious development through the 17th and 18th centuries. The stonework represents the craftsmanship of many New England carvers. Three of Salem's cemeteries, the Charter Street Burying Ground, the Broad Street Cemetery, and the graveyard at the site of the first Episcopal church date from the 17th and 18th centuries.

Direct threats to the archeological resources in Salem come from natural causes, such as decay and coastal erosion, and also from ground disturbance caused by development, relic collecting (pot hunting), and other human activities. This is a crucial period for the archeological resources in Salem and Essex County, for if community development continues apace without a concerted effort to fully assess and administer them, great and irrevocable loss will result. Most of these archeological sites have not been evaluated for National Register eligibility or preservation needs.

The Old Planters' settlement is seriously threatened now by a proposed road and railroad realignment that would intrude into the historic area.

Amesbury

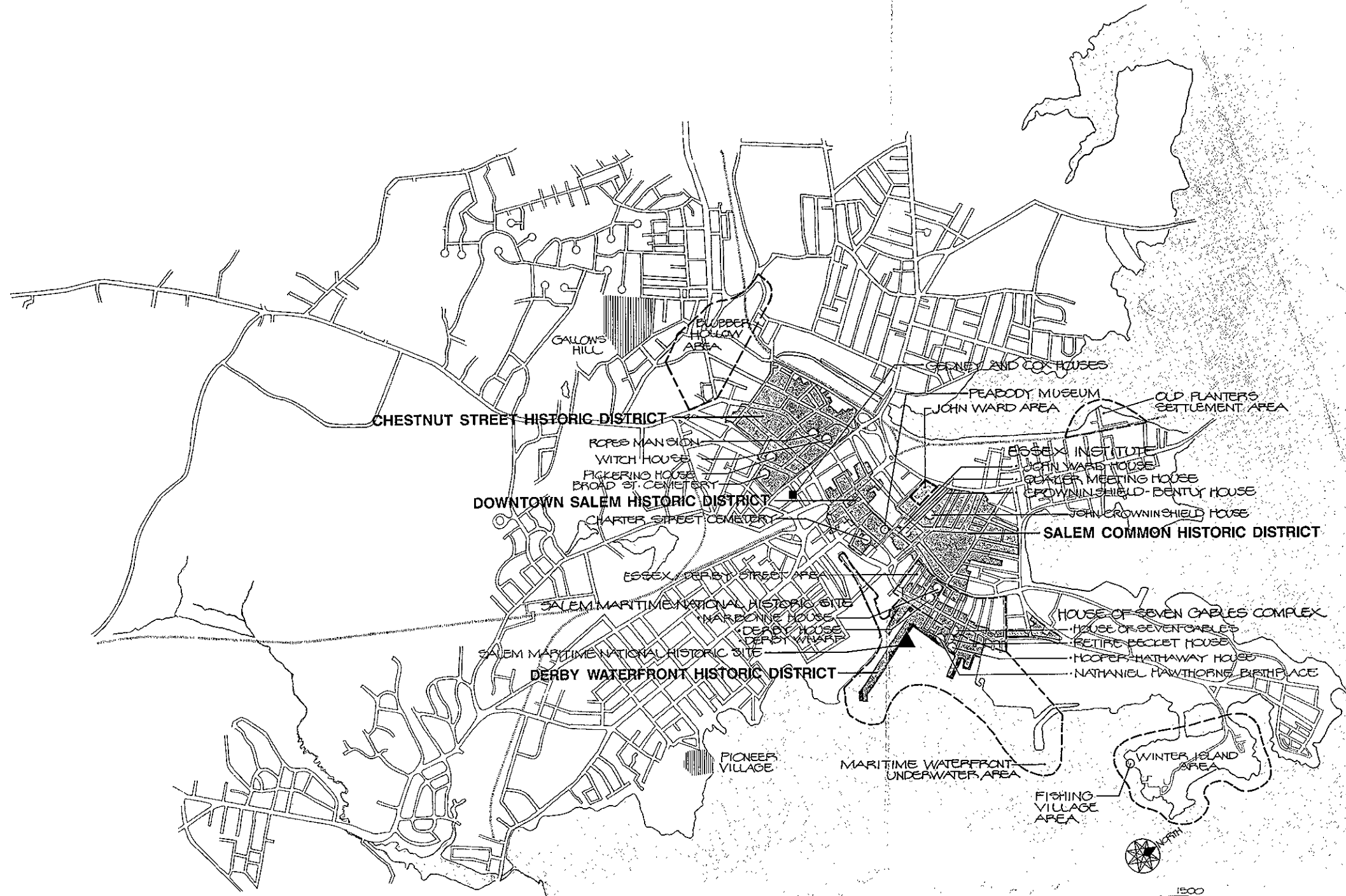
Rocky Hill Meetinghouse (5). This meetinghouse, constructed in 1785, is the least altered 18th century meetinghouse in

Massachusetts. The parish vacated the structure shortly after it was constructed, leaving all the original finishes and fittings, including the original wooden turn buckles and the wrought-iron hooks securing the pew doors. The pews have never been painted. The high pulpit, with its sounding board, and the pillars supporting the galleries, which were marbled when the meetinghouse was built, have never received a second coat of paint. This fine example of a country meetinghouse is a Massachusetts historic landmark. Behind the meetinghouse stands the parsonage, which was built around the same time and moved to its present location from nearby to avoid demolition during the construction of State Highway 495.

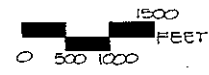
The meetinghouse is a SPNEA study house and open to the public by appointment.

Beverly

John Balch House (3). The Balch house (1636 with several additions) is one of Beverly's most important landmarks. Its owner, John Balch, was one of Beverly's first settlers and one of the five Old Planters of Salem who were each granted 200 acres of land near the Bass River. This is the only house remaining of those owned by this group of planters. It is architecturally significant because it was built in a very progressive style for the period and is believed to be America's oldest documented wood-frame house. The types and methods of architectural changes made in later years are clearly shown. Added to and altered several times, it is a brown weathered clapboard structure with a wood shingle roof, a central brick chimney, and windows of various types from diamond-pane casement to double-hung multiple panes. About 1961 an effort was made to re-create the appearance of the original 1636 portion of the house; despite repair and restoration work, the framing and other original elements have been retained. A portion of the witchcraft story can be told



- ▲ SALEM MARITIME NATIONAL HISTORIC SITE
- ▨ HISTORIC DISTRICT BOUNDARY
- ◻ PRIME EXAMPLE
- POTENTIAL ARCHEOLOGICAL AREA (SALEM, MA.; AN ARCHEOLOGICAL SURVEY OF THE CITY)
- ▨ POTENTIAL HISTORIC SITE
- HISTORIC SITE



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Salem
Early
Settlement
Resources

ON MICROFILM

here, since David Balch was reportedly "tormented by witches" and died in this house.

The house is owned by the Beverly Historical Society and is open to the public. The structure received a rating of only 3 because of its distance from other theme-related structures and because surrounding modern intrusions diminish the historic feeling of the site.

Rev. John Hale House (4.3). The Rev. John Hale house (1694) was built by the pastor of the First Parish Church, whose wife was accused of witchcraft, finally forcing him and other residents to realize the extent of their delusion. The house remained in the Hale family until 1937. The rear 2-1/2-story ridge-roofed portion of the house is original; a 2-1/2-story gambrel wing was added to the front in 1745.

The house is owned by the Beverly Historical Society and open to the public. The treatise on witchcraft written by Hale in 1697 and some other witchcraft relics from the area are exhibited in the house.

Danvers

Salem Village Historic District (5). The Salem Village Historic District encompasses a primarily residential area that retains a semi-rural character, with tree-lined streets, fields, and orchards imparting a sense of the historical scene of old Salem Village. Early settlement is well represented by eight good examples of 17th century structures, most of which were directly associated with the witchcraft hysteria of 1692. The Rebecca Nurse house (ca. 1695), with its family burying ground and acres of farm fields, was the home of one of the first persons to be accused and hanged as a witch. The owner of the Samuel Holten house (1670) got into an argument with Rebecca Nurse when his pigs got into her garden, and ended up accusing her of witchcraft. The district also contains

the homes of Thomas Haines (1681), who testified against alleged witches, and Joseph Holten, who signed a petition in favor of Rebecca Nurse. The Ingersoll Tavern (1670) was the site of numerous speculations about witchcraft during the trial period. All that remains of the village parsonage, where village girls first heard stories of black magic, is an excavated and marked archeological site. The site of the 1672 First Church, where preliminary witchcraft hearings were held, is also identified with a marker.

Both the Samuel Holten and Nurse houses are museums. The Nurse house provides an excellent interpretation of early settlement, rural life, and the witchcraft hysteria. In addition, historical markers provide interpretation of the 1671 village training field and of the Samuel Parris parsonage archeological excavation. Although the historic structures are interspersed with contemporary development, their integrity remains high. The majority are privately owned by persons who have expressed a high level of commitment to their continued preservation and restoration.

Essex

Potential Resources. Cogswell's Grant is a potential resource that merits further study. It is a rare surviving example of a 17th century town grant, retaining the essentially original configuration and a substantial portion of the original acreage, still in agricultural use. The site contains an 18th century farmhouse, cow barns, a "salt hay barn," and a 19th century barn.

The property is owned by SPNEA, and forms nominating it to the National Register of Historic Places are currently being written.

Ipswich

East End Historic District (5). Although agriculture and husbandry were the most important aspects of Ipswich's economy, fishing, shipbuilding, and shipping, including some trade with the West Indies, were the next most important enterprises. They dominated the area along the north bank of the Ipswich River, known as the East End, through the 17th and 18th centuries. Nearly forty 17th and early 18th century dwellings are still present in this area. None are open to the public.

High Street Historic District (5). High Street, dating back to the founding of Ipswich in 1633, has always been the main road in and out of town and has attracted both residences and commercial establishments. Ancient 17th century houses still line the street and provide the largest concentration of first-period structures in town, evoking clear images of the earliest days of settlement. As many as eight first-period houses in a row remain on some blocks, allowing people to clearly see the austerity in the variety of dark wooden structures. Nearly 40 structures in the district predate the Revolution. The district also contains a 1634 burial ground, which extends up a large hill behind High Street. None of the early settlement structures are open to the public.

Meetinghouse Green Historic District (4.3). Meetinghouse Green and South Green were the focal points for development of the town's earliest colonial structures. Meetinghouse Green has been the active religious and commercial heart of town for three centuries and contains some of the town's most prestigious 18th century houses, including more than 10 dating from the early settlement period. The boundaries of the green remain virtually the same as when the common was laid out in 1634. All the early settlement structures are privately owned.

South Green Historic District (5). South Green was the center of education and military training in the early village of Ipswich. The district contains the mid 17th century John Whipple house (1653), which is a national historic landmark, and numerous excellent examples of 18th century houses. The district also contains the Choate Bridge, built in 1764, one of the oldest, if not the oldest, stone bridges in the commonwealth and a Massachusetts historic landmark. The Whipple house, owned by the Ipswich Historical Society, is open to the public and has excellent interpretation of early settlement.

Within just a few minutes' walk of the South Green Historic District are six pre-Revolution homes. Nearly all of these structures retain high integrity and enhance the feeling of early settlement in the South Green district. All are privately owned and none are open to the public.

Marblehead

Marblehead Historic District (5). The historic town center, or "Old Town," of Marblehead contains many intact and well-preserved 18th century Georgian houses and narrow streets lined with clustered wooden houses and shops close to a bustling harborfront. The Old Town Hall (1727-28) is one of the oldest public buildings in New England in continuous use, and not far away is the historic town wharf (1723). Georgian architecture dominates the district and is significant in reflecting the prosperity enjoyed by small New England fishing and commercial villages prior to the Revolution. Two Georgian houses are extremely significant: The Jeremiah Lee house is a national historic landmark and one of Marblehead's best-known buildings. It was constructed in 1768 at the peak of Marblehead's prosperity by a wealthy shipowner and merchant and furnished with items from all over the world. The "King" Robert Hooper mansion (1728, altered 1745)

was also the home of a wealthy merchant, shipowner, and town patron. The district also contains a round brick powderhouse (1755) with a dome roof and St. Michael's Episcopal Church (1714), the oldest building still used by the Episcopal Church in Massachusetts. Approximately 15 houses date from before 1700, including the Waters-Bowen house (pre-1700), Black Joe's Tavern (pre-1682), the Ambrose Gale house (ca. 1660), the Norden house (ca. 1680-87), and the Parker-Orne house (ca. 1711). The great variety of house styles illustrating the various sizes and configurations of colonial buildings increases the significance of the district. Burial Hill contains the graves of some of the town's earliest settlers and fine examples of funerary art from the early period through the mid 19th century.

The Lee mansion is now the headquarters of the Marblehead Historical Society, and the Hooper mansion is owned by the Marblehead Arts Association. Both mansions are open to the public. Interpretation at the Lee mansion focuses on maritime activities, and one room in the Hooper mansion is used to interpret early settlement. Visitors can get a good sense of the early settlement period by walking the streets and reading the numerous historical signs placed on the homes. Most structures are privately owned. The Old Town's Gingerbread Hill is one of the nation's best preserved historic districts. The town remains intact today due primarily to community pride and the sense of history among its residents.

Nahant

Potential Resources. The Forty Steps area of Nahant deserves further study as a potential resource related to the early settlement story told at Saugus Iron Works National Historic Site. This area may have been a mining site for gabbro, a rock used as a fluxing agent for making iron at Saugus Iron Works. The Forty Steps site is a public beach with limited public parking.

Newbury

Newbury Historic District (5). The Newbury Historic District encompasses the town center, which has functioned as the focus of the community since 1646. Nearly one-third of the structures in the district date from the 17th and 18th centuries. The Tristram Coffin house (1654) is one of the outstanding examples of first-period architecture in New England. Other notable early houses include the Henry Sewall house (ca. 1660), the Peter Toppan house (1697), the Swett-Ilsley house (1670), and the Short house (ca. 1717). The district also contains the First Parish Burying Ground on High Road dating from the initial settlement.

Several of these structures are owned by SPNEA and are open to the public. The Coffin house is a museum, and the Swett-Ilsley house is open by appointment.

Spencer-Pierce-Little House (5). The Spencer-Pierce-Little property, a national historic landmark, encompasses a complex of farm structures on 230 acres of agricultural land. The complex contains the extremely rare masonry Spencer-Pierce-Little house built in 1700 and several outbuildings, including a large 18th century barn. This cluster of rare historic structures is surrounded by extensive cultivated fields, marshlands, and forests and is reached by way of a long drive enclosed by stately trees. The property has been continuously farmed since 1635 and provides an exceptional representation of an early settlement farm. The house is currently encased in scaffolding to facilitate intensive conservation and research. The property is owned by SPNEA and open to the public.

Potential Resources. The old Newbury common area along the Parker River is the original landing site for the town. The area contains what appears to be an early settlement common surrounded by several pre-Revolution structures including the Dole-Little house dating from 1700. The

Dole-Little house is on the national register and is owned by SPNEA. The structure is part of SPNEA's study program and is kept unfurnished and used for architectural studies by appointment only. The old Newbury area in conjunction with Newbury's upper green and Newburyport provide an excellent illustration of the movement and progression of early settlements from the Parker River to an upland ridge and over into Newburyport, where the Merrimack River reaches the ocean. The old Newbury area merits further study.

Newburyport

Newburyport Historic District (4.3). The Newburyport Historic District contains a few first-period structures dating from about 1650 to 1725. These include former farmsteads that were built along main thoroughfares and houses built near the waterfront by artisans, mariners, and merchants. Some early houses have been relocated, and some are probably concealed by later additions and alterations. The structures are dispersed throughout the city, and there is no one area with concentrated resources that clearly displays an early settlement scene. Examples of early farmsteads include the Hale-Weed house (ca. 1665-1700) and #20 Toppan's Lane (ca. 1670). Waterfront houses include #174-176 Water Street (ca. 1700), the John Piper house (ca. 1725), #215 Merrimac Street (ca. 1700-1750), Pilsbury Place (1651-1720), #265 Water Street (1710), and the locally unique brick-end house at #263 Water Street (ca. 1715).

The Georgian high style was introduced around 1750 when the Dalton house was built. The largest number of examples of this style date from the early 1770s to the Revolution and from about 1781 to 1790; only the earliest relate to the theme of founding and early settlement. Early examples of the twin-chimney central-hall plan are the Sawyer-Hale house (1750s-1770s), the Jackson-Dexter house (1771), and the

Lowell-Tracy-Jackson house (1774). A number of timber-frame vernacular buildings dating from as early as 1725 also exist in the district.

Although numerous examples exist, early settlement is not the focus of the town, and only limited interpretation of this time period occurs. The Cushing house contains some displays related to early settlement, but most are related to the later maritime era. The early settlement homes are in private ownership.

Rowley

Potential Resources. The Warehouse Landing area of Rowley looks much the same as it did when the early Puritans landed there in the 1600s. A dock still exists in the same location as the 1639 Warehouse Landing dock, and at least two "king's grant" farms are still extant and adjoin the harbor. Although some 20th century development has occurred, the views of the vast marshlands and lonely farms remain. This area merits further study.

Saugus

Boardman House (3). The "Scotch" Boardman house, a national historic landmark, is an outstanding example of a typical early New England house. It has been described as an "outstanding monument owing to the survival of so much original finish in an unspoiled condition." This original finish includes 17th century clapboard and some of the best surviving evidence of early settlement interior decorating techniques. The exact date of construction is unknown, but the house probably postdates 1686. Although the original interior configuration has been preserved, the exterior details, including clapboards, roofs, windows, and door, date from a slightly later period. The house was restored between 1915 and 1918.

The house is owned by SPNEA and is a study house open to the public by appointment. This property received a rating of 3 because of modern intrusions in the surrounding area and because it is several miles from any other theme-related resource.

Saugus Iron Works National Historic Site (5). Saugus Iron Works National Historic Site commemorates the site of America's first large industrial enterprise – an iron factory that converted raw iron ore into finished cast- and wrought-iron products, including stock for nails. The iron works is a partly conjectural 1954 reconstruction based on archeological excavations. The complex includes the ironmaster's house, restored in 1915 to a conjectural 17th century appearance; an original slag pile; a reconstructed stone furnace with a wooden casting shed, large bellows, and a waterwheel; a reconstructed forge with bellows, a waterpowered hammer, and waterwheels; a reconstructed rolling and slitting mill where wrought iron was rolled into bars and slit into rods; and a reconstructed wooden warehouse.

This mill was one of only about 15 such operations in the world and the only one in the Western Hemisphere. Saugus Iron Works has been called the forerunner of American big business, significant not only in terms of industrial technology but also as a training ground for American ironworkers. From Saugus, ironworkers trained in this art spread out to begin other operations in New England. Documentation on the site illustrates several aspects of early industrial life, including wage and price controls, military exemptions for specialized skills, assimilation of laborers into a settled Puritan society, and the beginnings of geographical and vocational mobility. It is important to our theme as a highly significant aspect of the founding and development of early settlements in Essex County in the 17th century.

Topsfield

Topsfield Town Common District (3.6). The Topsfield town common is the only remaining common land within the township. It is surrounded by several early settlement period homes, most notably the Parson Capen house (1683), a national historic landmark, considered by many authorities to be one of the finest surviving examples of Elizabethan architecture in America. The two-story house with a steeply pitched roof and brick center chimney reveals influences of 16th and 17th century English architecture. It was restored in 1913 under the direction of George Francis Dow, a leading authority on preservation. Ample grounds and large trees provide an impressive and authentic setting for this carefully preserved residence. Other early residences include the French-Andrew house (1675), the Hubbard house (1668), the Emerson-Jordan house (earliest part 1733), and a residence at 11 High Street that was originally part of a larger house built in 1756. Most of the district represents a variety of historical time periods, making it difficult to get a sense of early settlement. However, the district was considered important to the Salem Project because of the significance of the Parson Capen house and the town common setting.

The Parson Capen house is owned by the Topsfield Historical Society and is open to the public. The remaining homes are privately owned.

THEME 2: MARITIME TRADE

Salem

Bakers Island Light Station (3.6). The light station on Bakers Island in Salem Harbor consists of a single tower built in 1796, a main keeper's dwelling built in 1879, an assistant keeper's dwelling built in 1878, and a fog signal building built in 1907. The station is currently owned by the U.S. Coast

Guard. The lighthouse keeper stationed on site can provide tours by appointment.

Chestnut Street Historic District (5).

Chestnut Street – considered one of the finest and most beautiful streetscapes in America – is a monument to the maritime and mercantile ascendancy of Salem in the latter 18th and early 19th centuries. The district contains one of the greatest concentrations of notable pre-1900 domestic structures extant in the United States. The district also contains, in addition to the great residences of the wealthy and influential, several houses belonging to artisans, craftsmen, and merchants. The fantastic wealth accrued from maritime trade allowed the hiring of artisans to produce beautiful hand-crafted buildings. Among the structures preserved within this district is the Pierce-Nichols house (1782), a national historic landmark, which was the first major commission of master architect/designer Samuel McIntire and is now recognized as one of the finest three-story wooden residences built during the early Federal period. Several of McIntire's mature works, including Hamilton Hall (1805), also a national historic landmark, are also preserved in the district. Other notable structures are an assemblyhouse (1782/96) and the home of famed mathematician and navigator Nathaniel Bowditch.

This exceptional display of maritime residences is interpreted at the Pierce-Nichols house and the Ropes mansion, which are owned by the Essex Institute and open to the public. Most of the privately owned residences are carefully restored and cared for by the historically sensitive residents and community.

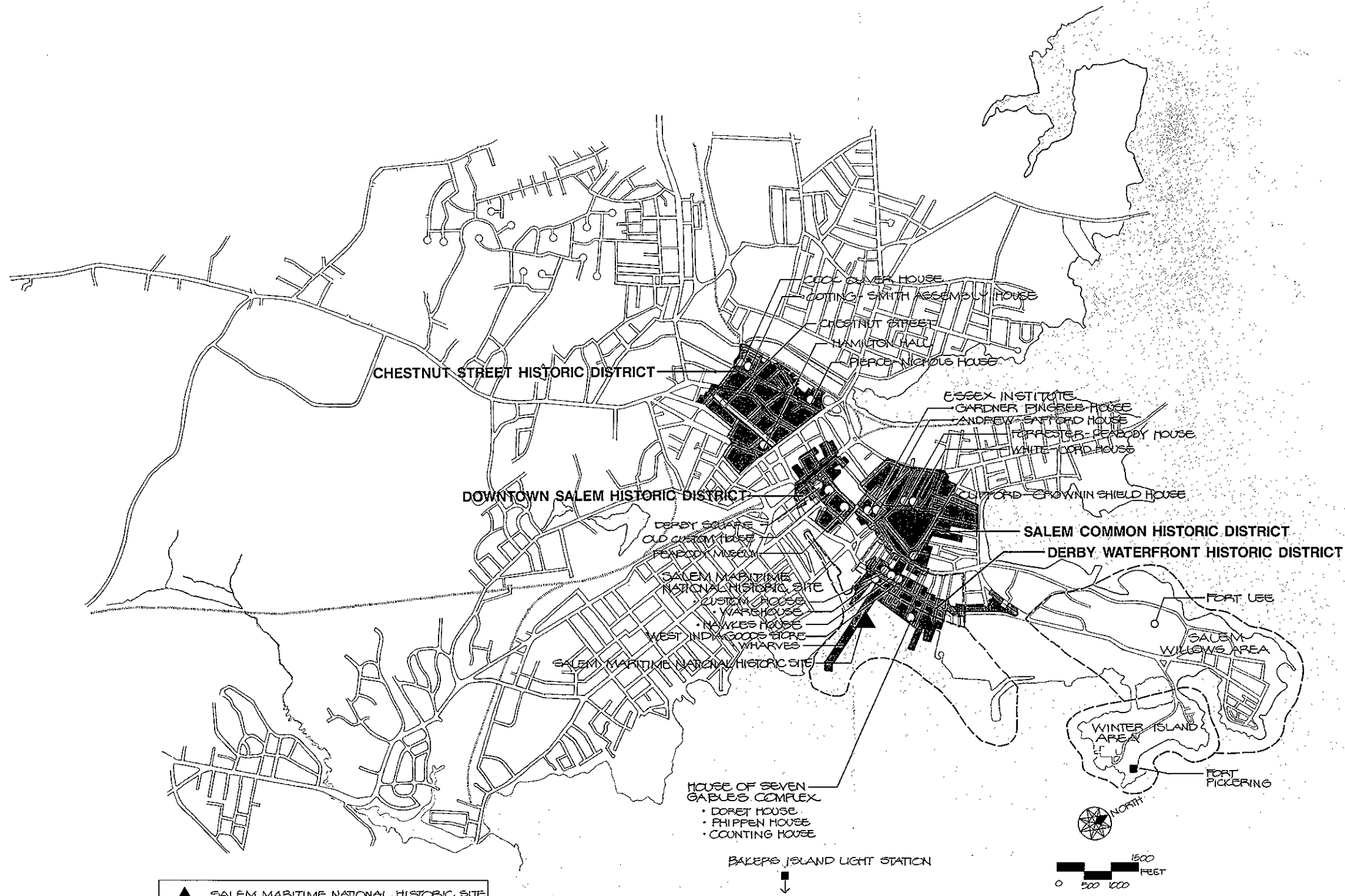
Derby Waterfront Historic District (5).

Derby Street was a busy place during the height of Salem's foreign commerce. The north side of the street was lined with houses of merchants and gentry. Opposite them, near and on the wharves, stood the counting rooms, warehouses, ship chandlers' stores,

sailmakers' lofts, and other workshops. The district remains residential and commercial, preserving some of the flavor of the maritime era. Salem Maritime National Historic Site includes Derby Wharf and the Derby Wharf Light, the Custom House (1819), the Central Wharf warehouse (1805), the Hawkes house (1780), built by Elias Hasket Derby, and the West India Goods Store (ca. 1800). The Custom House, the principal building of Salem Maritime NHS, is an excellent example of Federal public building architecture and a symbol of Salem's preeminence in worldwide maritime commerce. The House of Seven Gables Historic District includes the Doret house (ca. 1780), the Phippen house (ca. 1783), the countinghouse (ca. 1840), and Emmerton Hall (1806-07). Other houses include the Simon Forrester house (1791), designed by McIntire, and the Benjamin Crowninshield house (1810). Although adequate research is not available, it appears that the area contains many homes of maritime craftsmen and artisans who lived near the wharves.

Some of the most important maritime structures are being preserved and interpreted as part of Salem Maritime National Historic Site and the House of Seven Gables Historic District. Many potentially important craftsmen's homes and several commercial enterprises are privately owned.

Downtown Salem Historic District (5). The downtown district contains the internationally renowned Peabody Museum, which houses the country's finest ethnological collection of South Pacific and Far East artifacts. Begun in 1799 as the East India Marine Society, the museum was moved to the new East India Marine Hall in 1824. In 1867 it was renamed the Peabody Museum in honor of philanthropist George Peabody. The oldest section of the museum is a national historic landmark. The district contains two important commercial buildings built by prominent merchants: The Old Custom House (1805) is on Central Street, at a site where markets



- ▲ SALEM MARITIME NATIONAL HISTORIC SITE
- HISTORIC DISTRICT / SITE BOUNDARY
- □ PRIME EXAMPLE / AREA
- POTENTIAL ARCHEOLOGICAL AREA (SALEM, MA; AN ARCHEOLOGICAL SURVEY OF THE CITY)
- HISTORIC SITE

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Salem
Maritime
Era
Resources

ON MICROFILM

existed in the 1700s. Facing that structure is the last surviving example of Charles Bulfinch's work in Salem, a structure built in 1811 to house two banks. The district also includes the Derby Square Old Town Hall and market (1816), which was constructed on the site of a mansion built in 1784 by Elias Hasket Derby and demolished by his mercantile heirs to construct a series of downtown commercial and office buildings.

The Peabody Museum is a public facility, and the Old Town Hall is occupied by the Chamber of Commerce and open to the public. Most of the structures are privately owned.

Fort Pickering (3). Fort Pickering, a rare ca. 1644 fortification, played a key role during Salem's maritime trade and privateering. During the Revolution the fort was garrisoned and protected the large fleet of privateers operating out of Salem Harbor. In 1794 Salem ceded the area to the United States, and a new fort was immediately begun. Although reconstructed, the fort was not immediately garrisoned, and it deteriorated until 1799, when it was repaired and the British name was changed to Fort Pickering. In the same year the famous frigate *Essex* was built under the protection of Fort Pickering guns. The fort remained important to coastal defense and was not abandoned until after the Spanish-American War, around 1898.

The present site resembles the 1794 plan. The main structure is an earth-covered blockhouse partially surrounded by a stone wall and an earthen embankment. Some of the walls remain in excellent condition. The blockhouse contained two brick vaults and a granite wall that ran the length of the western side. Just south of the blockhouse site is a 20-foot mound containing a vault.

Even though Fort Pickering is an obvious key element of the maritime trade and privateering theme, it did not receive a high rating because

of its relatively remote location and diminished integrity. The site is several miles from other registered districts and has lost some integrity as a result of its ruinous condition and numerous alterations. Even with these problems, the site has excellent interpretive potential, particularly as part of a district including Fort Lee, another Revolution fort, and the fishing village area of Winter Island, which has excellent archeological potential for early maritime activities.

Fort Pickering is a public park owned by the city of Salem.

Salem Common Historic District (5). The Salem Common Historic District includes the area around the common where the merchants settled after accumulating their wealth at the waterfront. The handsome three-story, hip-roofed brick Federal houses, many in excellent condition and retaining important stylistic details and character, symbolize the wealth and power of Salem's maritime aristocracy. Notable examples of merchant homes from this era include the Clifford Crowninshield house (ca. 1804-07), the Forrester-Peabody house (ca. 1818-19), the White-Lord house (ca. 1811), the Bertram Home for Aged Men (built in 1818 for a merchant's son), 16 Winter Street (ca. 1840), the Capt. Francis Boardman house (ca. 1785), and the Capt. James Devereux home (ca. 1790). Several ropewalks extended from Collins Cove to the common; these were later filled in with housing, but their locations are still reflected by the existing road patterns.

Also within the district are the Essex Institute and its holdings, which include the Gardner-Pingree house (1804), designed by Samuel McIntire. A national historic landmark, this structure is generally regarded as one of the most outstanding Adamesque Federal townhomes in the U.S. and perhaps the premier example in New England. It is noted in architectural books as "a masterpiece remarkable for its combination of austerity

and grace" and as a house that met "the ideals of restraint, refinement, and delicacy."

Another Essex Institute building, the Andrew-Safford house (1818-19), is one of the most important late Federal houses in New England. The house, built for a wealthy merchant, is noted as "Salem's most extravagantly conceived and flamboyantly detailed early 19th century dwelling." The Gardner-Pingree house is open to the public and provides an excellent picture of the interior and furnishings of a wealthy maritime merchant's home. Buildings other than those preserved by the Essex Institute remain in private ownership.

Potential Resources. Several properties with potentially high interpretive value related to Salem's maritime era have not been sufficiently studied:

The Derby Waterfront and McIntire historic districts merit further study to better identify and interpret maritime artisan and craftsmen homes and lifestyles.

Fort Lee, near Fort Pickering, is an earthen mound fortification overlooking both Beverly and Salem harbors. The fort merits further study regarding its role in the protection of these harbors during the maritime era.

The interpretation of the height and decline of the maritime era can be enhanced through several noted archeological sites:

The Essex/Derby Street archeological area potentially contains much archeological evidence about the successive groups of people who inhabited this area and their activities during the maritime era.

The maritime waterfront underwater archeological area likely contains the offshore remains of small vessels, cargo, and the debris created by wharfside artisans

and tradesmen, all in an excellent state of preservation.

The Salem Willows archeological area encompasses the sites of neighborhoods that developed during the maritime era and could contain archeological evidence about the people who lived there. It also contains the remains of the Revolution period Fort Lee, companion to Fort Pickering on Winter Island, and one of the few forts in the state from that era not modified during later conflicts. Fort Lee and Fort Pickering, together with Fort Sewall in Marblehead, deterred the British from taking the port of Salem.

The Winter Island archeological area includes the remains of Fort Pickering, and additional small sites related to maritime themes are also likely along the shoreline. This entire area has high archeological potential.

Amesbury

Lowell Boat Shop Historic District – Proposed (5). Amesbury is forming a district to include the Lowell Boat Shop (currently listed in the National Register of Historic Places), two vacant boat shops, a historic shipbuilding area, and some maritime era residences. Lowell Boat Shop (c. 1793) is a remarkably intact assemblage of late 18th and early 19th century structures representing the boat building industry that has thrived in Amesbury from 1793 to the present. The shop is believed to be the first of many commercial dory shops in New England and has been in continuous use as a boat shop to the present day. It is the oldest known boat shop in Massachusetts and perhaps in the country. The 1-1/2-story wood frame shop complex consists of a pair of barn-type shop structures flanked by a smaller wood-frame office and paint shop. Boat frames were assembled on the upper floor, wood working and other assembly took place on the first floor, and

boats were painted in the basement. About 1860, the owner moved another boat shop adjacent to the original building and incorporated the two operations. The shipbuilding site proposed for inclusion with Lowell Boat Shop in the new district also has strong theme representation, being the site of construction of approximately 300 ships, including the *Alliance*. No structures remain at the site, which is now part of the town's Alliance Park. None of the structures are open to the public.

Beverly

Cabot House (3.6). The Cabot house is within the Beverly Center Historic District. The district did not qualify as an important resource for the Salem Project because it has been significantly altered and does not well represent the height and decline of the maritime era. However, the Cabot house is a unique structure that is one of the best sites in Essex County for relating the story of privateering. Therefore, in this one case, the Cabot house has been singled out from the district and determined to be an important resource for the Salem Project. The 1781 house, an elegant federal mansion, was the home of a wealthy merchant who had been heavily involved in privateering during the Revolution. The exterior and interior of the building remain essentially unaltered and intact. The structure, owned by the Beverly Historical Society, is open to the public and contains a display on privateering.

Hospital Point Range Light (3.6). The range light complex on Hospital Point consists of an attractive light tower, lightkeeper's house, and oil house built in 1871 and a storage building added in 1875. The property is owned by the U.S. Coast Guard. An annual tour of the facilities is provided.

Danvers

Salem Village Historic District (5). The Salem Village district contains the Derby summerhouse, a 2-1/2-story structure designed in 1793 by Samuel McIntire. The structure is a rare and architecturally significant example of a formal 18th century garden house and has been designated a national historic landmark. It was commissioned by Elias Hasket Derby, the wealthy Salem merchant whose home is preserved at Salem Maritime National Historic Site, and was originally erected on his farm in South Danvers (Peabody). It was purchased by William C. Endicott and moved to its present location on the Glen Magna Farms in 1901. The gable pedimented roof has a wooden urn at each corner and the peaks of the pediment gables are topped with life-size carvings of a farmer and a milkmaid. The interior contains two small rooms on the first floor and one large room on the second floor, decorated in an Oriental style, where tea was served.

The Glen Magna Farms/Endicott estate, where the house is located, was owned by a wealthy sea captain and is preserved and interpreted by the Danvers Historical Society.

Essex

Potential Resources: Essex has a strong shipbuilding history and numerous potentially significant resources related to the maritime era; however, none of its resources are currently registered. Properties that merit further study include historic boatyards with outbuildings, a section of a sparring pit, the site of a ropewalk, business enterprises where ship parts were made, and boatyard owners' and craftsmen's homes. In addition, the town has a shipbuilding museum which interprets the types of craft constructed in Essex, the process of construction, and the buildings within the community that relate to the shipbuilding industry. Study to determine National Register eligibility should be

accomplished in the near future because one of the most historic boatyards is currently for sale and may be a prime location for development.

Gloucester

Annisquam Harbor Light Station (3.6). The Annisquam Harbor light station was first established in 1800. The extant structures at the site include a light tower (1801), lightkeeper's house (1801), oil house (1801-14), walkway, garage, and seawall light. The station is owned by the U.S. Coast Guard and tours are available.

The Adventure (5). The *Adventure*, one of three two-masted wooden Gloucester schooners still afloat, is a rare example of a maritime sailing vessel. Approvals for listing it on the National Register of Historic Places and for designating it a national historic landmark are pending. The city intends to move the vessel near the Fitz Hugh Lane house and open it to the public as part of a Maritime Urban Heritage Park. The schooner is considered nationally significant, having brought in more money than any other fishing schooner of its time. It was the last ship in the country to use the dory and troll method of fishing, which consisted of sending out dories and dropping fishing lines over the side.

Central Gloucester Historic District (4.3). The Central Gloucester district includes good examples of the distinctive buildings characteristic of the era when the town was involved in world trade and an extensive shipbuilding industry. This mercantile era peaked between 1790 and 1810. Most late 18th century structures were lost during a series of devastating downtown fires, but several free-standing wood-frame houses still exemplify the prosperity of the era. They are concentrated on Main and Middle streets and are primarily Georgian style interspersed with Federal and Greek Revival structures. A large concentration of Federal homes are on

Prospect, Federal, Pine, and Middle streets. Commercial buildings constructed during the early 19th century also exist. Notable structures from this period include the Sargent-Murray-Gilman-Hough house (ca. 1783), the Capt. Elias Davis house (ca. 1804), the Capt. Harvey Coffin MacKay house (1842), and the West End Blocks (ca. 1831).

The district did not receive the highest score because most of the maritime resources that have survived the city's fires are somewhat scattered, so the sense of the maritime era is not visually prominent in the district. Also, some of the maritime buildings have been altered, which slightly lessens their integrity. The Sargent-Murray-Gilman-Hough house and the Davis house are both public museums exemplifying maritime life. The vast majority of significant structures within this district are privately owned.

Eastern Point Light Station (3.6). A light station was originally established on Eastern Point in 1829. The existing structures date from the 1870s and include the light tower (1890), lightkeeper's house (1879), bell tower (1890s), oil house (1894), second house (1908), walkway (1912), radio beacon (1931), and foghorn (1951). The complex is owned by the U.S. Coast Guard and tours are available.

Fitz Hugh Lane House (4.3). The Fitz Hugh Lane house was built in 1849 by one of America's most important marine artists. Lane (1804-1865) is famous for his lasting visual record of the Gloucester harbor and town in the middle of the 19th century. He not only made a significant contribution to the world of painting, but also to the historical record by accurately delineating vessels and landscapes of that era. Lane built his gabled house of hand-cut stone blocks on a small rise commanding a dramatic view of the Gloucester harbor. The setting has been changed by the removal of several streets and numerous buildings. Also the integrity of the

building's interior has been somewhat diminished by alterations.

The city-owned house is now used as a Chamber of Commerce information center and as a museum open in the summer. The community eventually hopes to make the house part of the Maritime Urban Heritage Park, also include the *Adventure*, an 1890s sloop, and a marine railway.

Ten Pound Island Light (3.6). A light was first established on Ten Pound Island in Gloucester Harbor in 1821. The existing facility is owned by the U.S. Coast Guard and is unmanned.

Potential Resources. The two marine railways appear to be significant and merit further study. The northern portion of Gloucester encompasses Cape Ann, a rocky coastal area dotted with small fishing villages. At least two of these fishing villages, Annisquam and Lanesville, appear to have retained much of their small-scale maritime era character. These two villages plus any others in this area that may have retained significant maritime era resources merit further study.

Haverhill

Rocks Village Historic District (4.3). This district represents a virtually unchanged example of a preindustrial community of the 18th and 19th centuries. The village began as a ferry crossing in 1640 and later focused on fishing, shipbuilding, and the manufacture of shoes. The district contains 16 structures dating from 1775 to 1850 that are typical of rural village homes during this era. The village became an isolated group of residents when the industrial center moved to Haverhill, and the small-scale quality of a historic maritime village remains today. The 1840 Hand Tub House functions as a small museum preserved by the Rocks Village Memorial Association.

Ipswich

South Green Historic District (4.3).

Although this district most strongly represents early settlement, it also contains the John Heard house, which is a significant resource representing the maritime era. The 1795 residence, sited on a hill overlooking the South Green, was the home of Captain Augustine Heard, a wealthy merchant who conducted an extensive trade with India and China. The residence, carriage house, and grounds all remain in excellent condition. Captain Heard collected many exceptional artifacts, and during the 1900s the Heard family sold some of this fine collection to the Essex Institute and the Peabody Museum. Many other examples of the artifacts accumulated by the Heard family remain in the house, which is owned by the Ipswich Historical Society and open to the public.

Potential Resources. Ipswich may have numerous structures and sites in the South Green and other districts related to the height and decline of the maritime era. These resources have not yet been well researched, and they merit further study.

Marblehead

Marblehead Historic District (5).

Marblehead's era of maritime trade spanned the years from 1710 to 1785; consequently, that time period is reflected in the old harborfront, the early street patterns, and the preponderance of pre-Revolution structures in the Marblehead Historic District. The district contains a distinctive, cohesive grouping of primarily Georgian buildings and streetscapes that provide a good sense of time and place during the height of its maritime era. Market Square, which became the commercial and civic focus of town during the maritime period, retains a concentration of high-style Georgian dwellings of sea captains and merchants, built and furnished by fine craftsmen and artisans, in an environment

reflective of their historical setting. Buildings from the Federal period are fewer in number. Major examples of the Federal style are the John Blacker house (c. 1810), the Capt. John Cross house (1804), the Quiner house (1826), and the Capt. Josiah Cressy house (c. 1810).

The district also contains Fort Sewall (originally Fort Head), which defended New England's maritime fleet from the 17th to the 19th centuries. Originally constructed as a breastwork in 1644 to guard against attacks from the sea by the French and Dutch, it was rebuilt during the American Revolution to defend Marblehead's port against the British. The fort figured prominently in coastal defense during the War of 1812, when it was renamed Fort Sewall in honor of a town resident who became Chief Justice of the Massachusetts Supreme Court. In 1814 the fort's guns protected the U.S.S. *Constitution* from British frigates.

The historical society interprets this era through the Jeremiah Lee mansion, which although dating from pre-Revolution times, contains maritime exhibits. The King Hooper mansion and Abbot Hall contain quality marine paintings depicting the life of early seamen. The majority of the privately owned structures have been carefully preserved and restored.

Marblehead Light (3.6). The original Marblehead Light was established in 1833. The oil house built in 1835 is still standing, and the existing tower dates from 1895. The property is owned by the U.S. Coast Guard. No interpretation is currently available.

Newburyport

Newburyport Harbor Light (3.6). A light was first placed in Newburyport Harbor in 1788. The current tower was built in 1898. The facility is owned by the U.S. Coast Guard. No interpretation is currently available.

Newburyport Harbor Range Lights (5). The two towers originally established in 1873 are still standing. The property is owned by the U.S. Coast Guard. No interpretation is currently available.

Newburyport Historic District (5). This is a predominantly maritime-era district. It contains a group of high-style houses and public buildings built after the Revolution by young merchants who had achieved quick commercial success through privateering and export of goods to the West Indies and Europe. Notable examples of these residences are the lavish Georgian-style William Bartlett house (pre-1798) and the Federal-style Edmund Bartlett house (1804). The district also contains the simpler central-chimney houses of early shipbuilders and the homes of shipbuilders who began engaging in maritime trade and living on a scale comparable to that of the town's leading merchants. The Nicholas Johnson late-Georgian-style house (1793) is one of those. In addition to buildings associated with prominent merchants and shipbuilders, the district has whole streets of simple timber houses that were occupied by seamen and artisans.

Significant Federal period houses dating from the mid-1790s to about 1810 were built on nearly every street in the city. The most ambitious were built on the ridge on the south side of High Street, where they had distant views to the harbor. Many of Newburyport's high-style Federal houses, which differ in details from those in Salem, possess original carriage or garden houses. The Cushing house (1808), a national historic landmark, is a fine example of Federal architecture, with a reconstructed garden house included on the grounds.

Federal period public buildings (mostly two-story masonry structures) near the city's commercial core include the former market house (1823-25) and the former U.S. customhouse (1835). One of the largest and least altered group of Federal commercial

buildings in New England is clustered around Market Square. Built after a disastrous fire, mostly between 1811 and 1815, the buildings are three-story brick structures that have a distinct unity related to early design and building codes. Outside the commercial district is the three-story Commercial Wharf (1822).

Both the Cushing house and the customhouse are open to the public and have exhibits pertaining to this era. Most buildings are privately owned and well maintained. The community is obviously sensitive to historic preservation.

In addition to these historic resources, extensive intact archeological remains were found in the small section of the wharf area surveyed in the Faulkner study.

Potential Resources. The chain bridge and its wooden predecessor across the Merrimack River at Newburyport had a significant impact on shipbuilding centers because they constrained the movement of tall ships up and down the river. The first chain bridge was constructed in 1810, and it appears to be one of the earliest suspension bridges in America. The bridge gave way and was reconstructed in 1872. This bridge merits further study to better understand its importance to the Salem Project and its potential for listing on the National Register of Historic Places.

Rockport

Straightsmouth Light (3.6). This light station still retains the original structures established in 1835, including a tower, lightkeeper's house, oil house, and two sheds. The station is owned by the U.S. Coast Guard. No interpretation is currently available.

Twin Lights Historic District (3.6). The last twin lights in the United States stand at the north and southeast sides of Thatchers Island, about a mile off the coast east of Rockport.

Two 45-foot twin lights were first erected in December 1771 along this portion of the New England coast where numerous shipwrecks had occurred. The lights were rebuilt and refitted with illuminating apparatus in 1861. The light towers, rising 124 feet, were constructed with battered walls of cut granite, and both are Cape Ann landmarks. Multiple lights of this type were built in the early days of lighthouse engineering to distinguish one lighthouse from another. The construction of twin lights ended with the development of modern revolving lenses that could be set in distinctive patterns for each lighthouse.

The twin lights are owned by the federal government and are open to the public. They can only be reached by boat, but boat tours are available in summer. The district is relatively difficult to access and is several miles from other theme-related significant resources.

THEME 3: TEXTILE AND LEATHER INDUSTRIES

Salem

Chestnut Street Historic District (5). The Chestnut Street District contains the residences of at least eight businessmen involved in the textile and leather industries. They include the ca. 1898 home of Henry Benson, director of the Naumkeag Steam Cotton Company mill; the ca. 1871-72 residence of Leonard Harrington, a Boston leather dealer; two ca. 1843 homes of wholesale shoe businessmen; the ca. 1858 home of Lemuel Higbee, a leather currier and shoe manufacturer; and the Saunders-Ward house (ca.1842), the home of a shoe merchant.

The district lacks public access to and interpretation of any theme-related structures. All of the structures related to this theme are privately owned.

Derby Waterfront District (5). The waterfront district's potential for interpreting Salem's industrial period is great but has not been fully developed. Salem Maritime National Historic Site includes the Polish Club (1909), and the House of Seven Gables Historic District includes Emmerton Hall (1806-07), which houses a settlement association that has been helping immigrants settle into American society since 1908. The neighborhoods north and west of the national historic site contain immigrant housing that appears to relate significantly to Salem's industrial period but requires further research.

The vast majority of buildings in the district are private. Only the Polish Club and Emmerton Hall are maintained by preservation-oriented organizations. Nothing is currently open to the public.

Salem Common Historic District (5). This district includes four residences once owned by wealthy textile and leather industrialists. The most outstanding of these residences is the Andrew-Safford house, owned by the Essex Institute. This extravagant three-story mansion, dominating the west side of the Salem Common, is described as one of the most important late Federal-era houses in New England. The house was originally constructed for a wealthy merchant but in the 1870s was purchased by a prominent Salem leather dealer. The Essex Institute also owns a 10-foot shoe shop which was moved to its present location from Lynn. The shoe shop is the only theme related structure opened to the public in this district.

Potential Resources. Several Salem properties that have not yet been adequately studied or registered appear to have excellent potential for interpreting Salem's industrial heritage:

The **McIntire Historic District** (a local district excluding Chestnut Street Historic District) may have a number of residences related to Salem's textile and leather

industries and merits further study focusing on these industries.

The **Naumkeag Steam Cotton Company complex** and the adjacent "Point" neighborhood are important to Salem's textile industry heritage and merit further study.

The **Russian Orthodox Church neighborhood** has potential to enhance the interpretation of Salem's leather industry and to expand the understanding of the related immigrant communities.

The interpretation of this theme can also be enhanced through several archeological sites:

The **Blubber Hollow archeological area** is the former site of at least four tanneries that operated there late in the 18th century and additional tannery operations and related businesses established throughout the 19th century. A devastating fire swept the area in 1914. Some businesses were reestablished, including at least one tannery; however, there was a general lack of redevelopment, and this part of the basin of the North River was eventually filled in. The general lack of ground disturbance has most likely served to preserve an excellent archeological record of the 18th and 19th century industrial activities that were concentrated here. There is high potential for examples of most or all of the support structures necessary for processing hides into finished products, including bark houses and tan-pits. These resources would represent both the chrome tanning practiced at the time of the fire and also the less-well-documented 18th and early 19th century bark tanning methods.

The **Essex/Derby Street archeological area** comprises an area of immigrant neighborhoods where little change occurred through the 19th century, thereby preserving the 17th and 18th century



- ▲ SALEM MARITIME NATIONAL HISTORIC SITE
- ▭ HISTORIC DISTRICT BOUNDARY
- □ PRIME EXAMPLE
- ⋯ POTENTIAL HISTORIC AREA
- POTENTIAL ARCHEOLOGICAL AREA
(SALEM, MA.; AN ARCHEOLOGICAL SURVEY OF THE CITY)



DEC/JUL 89/273/40009

Salem
Textiles
and Leather
Resources

ON MICROFILM

architecture. Archeological research in this area could reveal much about the various groups that were a vital part of Salem's industrial heritage.

The maritime waterfront underwater archeological area probably contains evidence of industrial-related maritime activity. Although the evidence for this period is not likely to be as varied as for earlier periods, what exists will be in an excellent state of preservation.

Lawrence

American Woolen Mill Housing District (4.3). This district, adjacent to the North Canal district, contains one of the best examples of tenement housing remaining in the area. The structures include nine wood-frame tenements constructed on the south side of the Merrimack River in 1909 by the American Woolen Company for its employees. Five different designs were used on the structures, which are three stories high and display Queen Anne and Colonial Revival motifs. The complex was laid out in such a manner as to provide light and air, and the attractiveness of the residences was further enhanced by decorative planting. Factory workers living in these Market Street tenements were mostly married men and women and young single people residing with their families. These residences composed one part of a massive housing project undertaken by the company between 1906 and 1910. During that time the American Woolen Company constructed more than 100 residential units of various types, including single-family houses, small cottages, two-story brick houses, and the Market Street tenements. The latter are the best preserved of the group and represent the earlier phase of the building program.

This housing district is privately owned and inaccessible to the public. However, the textile industry is interpreted nearby. The

grounds have been somewhat altered, the buildings are deteriorating, and better protection is needed.

Arlington-Basswood Historic District (4.3). This district contains a uniform cluster of 87 three-decker housing units constructed between 1909 and 1925. These units are all Classical Revival style and have a uniformity of scale, massing, and form that creates a cohesive visual representation of high-density urban housing. This complex provided housing for the working class for the local textile mills. Although there are a few contemporary intrusions and some of the units are poorly maintained, deteriorating, or have had aluminum siding added, most remain intact. All of the structures are privately owned and none are open to the public.

Arlington Mills Historic District (5). Arlington Mills, established during the post-Civil War period, illustrates another era in the continuing development of the textile industry in the lower Merrimack Valley. Originally comprising about 23 mills and other industrial structures built for worsted wool and cotton manufacturing, the complex contributed greatly to the growth of the valley's industrial base. The remaining mill buildings are large, multi-story structures of brick or reinforced concrete built between 1879 and 1925. Individual structures include a worsted weave house (1879), the Acadia Cotton Mill (1880-81), a worsted spinning mill (1886-87), the Arlington Mill offices (1903), and a dye house (1906). The district also contains a ca. 1888 wooden footbridge connecting the engine house and the machine shop of an 1884 spinning mill – one of only a few mill-to-mill connections of that type in the state.

The privately owned district is still in use as an industrial complex. The property is several miles from the interpreted North Canal Historic District and is fenced off, with no area established for public access or interpretation.

Downtown Lawrence Historic District (5).

This district only a few blocks from the North Canal Historic District is an important link in understanding the complete picture of life in a textile industry community. The district comprises three distinct sections: Lawrence Common, Common Street, where most of the city's major public buildings are concentrated, and Essex Street, the city's commercial core. Each of these sectors was planned as part of the overall grid plan for the city, which began with the industrial zone on the island and progressed northward beyond the canal to the commercial zone and nicer residential areas. The commercial streets were designed to be wider than others to fit the building scale and accommodate the use of the area. Brick buildings three to five stories high, built from the mid 19th century to the 1930s, range in style from Greek Revival to Italianate, Queen Anne, and Moderne. They share common standards for building materials and height intended to reflect Lawrence's position as a leading textile center.

The district offers no formal interpretation and has limited public access. However, interpretation is available nearby. Most of the buildings are in private ownership.

High-Service Water Tower and Reservoir (4.3). The site encompasses 18 acres and consists of a reservoir constructed in 1874-75, a pumping house, and a service tower constructed in 1896. The handsome octagonal tower is 157 feet high and is a Richardsonian Romanesque design illustrating a fine example of 19th century romanticism. The tower design includes a central brick shaft with granite trimmed fenestration, a covered observation area, arched openings, and a circular turret that encloses the spiral staircase. The site not only contains structures with architectural significance but also illustrates an early example of municipal planning showing the growing awareness of the need for public amenities and delivery of basic services. The tower and reservoir site is distinguished as having the first municipal

filtration system for eliminating bacteria in America. The area is not open to the public.

Jackson Terrace Historic District (4.3). The Jackson Terrace complex is an example of mid 19th century private residential development and the elements of landscape design practiced in a typical New England manufacturing city. The district includes 14 residences, dating primarily from ca. 1850 to 1887, oriented to a formally landscaped courtyard – the only such development in Lawrence. The individual houses vary widely in construction type and include Italianate, Mansard, and Queen Anne styles. The terrace was reserved as a permanently landscaped green space with formal design elements including a courtyard and iron entry gate. The two most imposing residences in the district are the Italianate Knowles-Fallon house (ca. 1853) and the Kidder house (ca. 1865). Four examples of "Builder's Book" Queen Anne houses, constructed between 1884 and 1887, stand side-by-side on the terrace.

This complex is privately owned, lacks public access and interpretation, and is deteriorating.

Mechanics Block Historic District (4.3).

This district, located just west of the Lawrence Machine Shop in the center of Lawrence, is a practically unaltered example of elite factory worker housing and a good representation of the highly organized and vigilant paternalism of Lawrence's industrial community. The Essex Company built this block of 42 single-family rowhouses in 1847 for the families of mechanics employed in the company machine shop. When the company sold the block to its affiliate, the Lawrence Machine Company, it stipulated that the rowhouses had to be used exclusively for the skilled craftsmen of the machine company. It prohibited further sale of the property and stated that if not properly maintained, it would revert to the Essex Company. True to its agreement, the machine company housed the elite of its labor force in these rowhouses. Even the later owner, the Everett Mills,

reserved the block for its highly skilled craftsmen.

The block is privately owned and lacks public access and interpretation. Although the buildings' integrity has been reduced somewhat by alterations, they still provide an excellent example of a specialized textile industry housing complex. The area is near the heritage state park visitor center.

North Canal Historic District (5). The North Canal district illustrates the 19th century development of one of America's most important planned textile manufacturing centers by nationally important businessmen, inventors, architects, and engineers. It shows the distinctive characteristics of period industrial architecture and the interrelationships of a variety of processes connected with textile manufacture.

The district consists of a mile-long complex of 19th and early 20th century hydraulic structures, textile mills, and related buildings. The earliest structures date from the city's founding in 1845, and the latest are connected with the last phase of mill construction from 1910 to 1925. The district presents a chronology of industrial architectural styles and technological advances and of a variety of activities, ranging from cotton and woolen manufacture to machinery and metal fabrication and bobbin and shuttle production. The Upper Island area of the district includes the Great Stone Dam that harnessed the waters of the Merrimack River, the North Canal with its penstocks and raceways, and the Pacific Mills complex. The Middle Island is the site of the Bay State Mills, the first to operate in the city, and contains an early company boardinghouse and railroad shed from the 1870s. It also has extensive complexes of the Lower Pacific and Washington-American Woolen Company mills. In addition it includes the Pemberton Mill, a practically unaltered 1860s-era operation, and the Essex Company offices. The Lower Island is the site of the North

Canal locks and an experimental sanitation station, and it includes the Essex Company's Lawrence Machine Shop of 1848, paper mills, a foundry, and the Everett and Kuhnhardt cotton and woolen mills.

The district shows how architectural styles changed as the factory town grew. The early styles, long narrow structures of thick-coursed red brick and granite rubble, reflect a corporate design consciousness equal to that afforded to most civic structures at that time. In the mid 19th century, new codes for fire-resistant buildings and a healthier occupational environment and the need to house larger manufacturing equipment began to set architectural standards. A utilitarian style emerged with uniform facades with deep-set repetitive windows between piers and pilasters. Detail was saved for special building elements such as towers and entries. By 1920 new buildings were treated like machinery, with no respect for the corporate image established earlier. Superstructures rose as high as 10 stories with much repetitiveness and nondescript fenestration.

Most of the district is in private ownership. The textile industry is interpreted at the heritage state park visitor center, located in one of the original boardinghouses. This heritage state park is only 20 percent complete and will become a linear park with part of a planned trail linking Lawrence to the nearby industrial city of Lowell. The state is also working closely with mill owners to gain greater access to the mills for interpretation. In addition, the Museum of American Textile History is planning to move into a nearby factory building. This museum will greatly expand the interpretation of the textile industry in Lawrence. Although the building has been purchased and designs have begun, due to lack of funds the opening date is anticipated to be 1995.

24-30 Summer Street (4.3). This residential complex consists of four three-story rowhouses that have undergone only slight

alteration since their construction in 1877. This group of residences very near the North Canal district helps to illustrate the course of industrialization in late 19th century Lawrence by representing a new trend away from company-built housing. In the face of economic pressures, the Essex Company sold this site to private investors, specifying that brick rowhouses be built, probably as private boardinghouses. The structure illustrates the lifestyle of management-level middle-class factory families living in flats owned by private individuals. In the late 19th and early 20th centuries the occupants of the houses changed to factory operatives and workers from the lower echelons. The building is architecturally significant as an example of a short-lived housing form, the rowhouse, and is the only surviving example of the fully developed Panel Brick style on rowhouses in the city. The interiors retain original mantelpieces and woodwork.

The district is near the heritage state park visitor center; however, the private residences are not accessible to the public, and no interpretation is available on site.

Potential Resources. The registered Lawrence mill complexes do not complete the list of potentially significant mill resources. A number of resources have not been registered, such as the Wood Mill, which is the largest worsted mill in Lawrence, and the Ayer Mill. These mills and other textile resources in Lawrence merit further study.

Amesbury

Amesbury and Salisbury Mills Village (5). This district on the Powow River in the center of Amesbury preserves one of the earliest textile manufactories in New England, illustrating the distinctive components of an early 19th century industrial complex and other aspects of the related community. The district encompasses a 13-block area of red brick textile mills, civic and commercial

buildings, and residences that all share a uniformity of design. The earliest of the nine mills, built in 1825, still remains intact. Commercial buildings include the counting house (1828), the Excelsior Block (1860), and the Dondero Block (1891). Residential buildings include a double house on Market Street (ca. 1800) and the large Sidley-Clark house (1872). There are also several multi-family apartment buildings.

Several buildings in this area are being renovated, and an attractive urban open space has been created. A signed historic walkway provides the opportunity for self-guiding tours through the complex, but building access and interpretation remain limited. The majority of the buildings are privately owned.

Andover

Andover Village Historic District (4.3). The Andover Village district illustrates the siting of textile industry structures near water power and the associated development that grew up around them, primarily housing for factory workers. This complex of industrial structures and associated buildings in the heart of Andover grew up around two waterfalls on the Shawsheen River and became a significant site of early industrial activity. The district's brick industrial buildings rise two to four stories and are of plain design. Residential areas connected with the factories contain small, simple houses that were built from about 1820 to 1910. Included in the district is the Marland Mills complex, containing a ca. 1820-30 Greek Revival woolen mill, an 1883 spinning and carding mill, and a 1925 four-story weaving mill. Stretching up from the mills on Stevens Street is Greek Revival-style early mill housing, consisting of duplexes and tenements, and also some Federal homes of upper-level workers. Another area in the district is Abbot Village, which today supports one textile business. That complex includes two mills dating from 1814 and 1824, some other late 19th century

buildings, and housing that includes numerous Federal period residences along Essex Street and some Italianate boardinghouses, a few duplexes, and a Colonial Revival apartment house.

The majority of mill structures in this district have been converted to offices or commercial use and retain only exterior integrity. Interpretation is lacking and may be difficult because of the spatial configuration of resources. In addition, the area is difficult and dangerous to access by car.

Arden (5). The Arden mansion represents the elaborate estates occupied by factory owners during the 19th century. It was built on North Main Street ca. 1845-47 for manufacturer John Dove, who engaged in flax manufacturing in Andover. In 1891 Dove's heirs sold the house to William Wood, founder of the American Woolen Company, whose Shawsheen Village replaced Dove's early mill complex. The gable-roofed house is 2-1/2 stories with a cupola, lacy sawn bargeboards with finials, a columned veranda, and a porte-cochère. The site also includes extensive grounds with a Gothic greenhouse and a barn.

This is a private residence, still owned and occupied by members of the Wood family. No-trespassing signs are posted at the entry, and there is no public access or interpretation. This property is worthy of preservation and deserves attention if its integrity is ever threatened in the future.

Ballardvale (4.3). Ballardvale is an excellent example of an early textile industrial community, with the mills along the river, the tenements nearby, and the owner's mansion overseeing all from the hilltop above. The first of Andover's planned mill communities, thriving from 1835 to 1935, Ballardvale produced world-renowned worsted goods and flannels. In addition to mills and factories, the community contained many commercial facilities, including a post office, a barber

shop, and general stores. Important remaining structures include the Ballardvale Mills, brick and utilitarian in design; the railroad depot; the community center; small residences in Greek, Gothic, and early Italianate styles; tenements; and an impressive Italianate owner's mansion. Originally company-owned, many of the small residences were soon bought by their tenants and remain in private ownership. The mill buildings and original single-family residences have had some alterations yet are well preserved, and there are few nonhistoric intrusions. The town's pride in its history is evident.

A walking tour brochure has been prepared to lead visitors through the community and briefly explain the significance of the district; however, none of the privately owned buildings are open to the public.

Shawsheen Village Historic District (4.3). Shawsheen Village is an outstanding example of a planned, self-sustaining company town created for the exclusive use of executives and middle-level office workers. Built between 1918 and 1924 by the American Woolen Company, then the world's largest producer of finished woolen and worsted products, the town contained more than 200 residences, the mill, and a variety of supporting community facilities. The workers to run the factories lived in Lawrence and commuted to the village. Shawsheen is an excellent village to compare with earlier textile company towns.

The present village consists of an area of brick residences along wide, tree-lined streets for the upper echelon executives; the retail, office, and manufacturing area in the center of the village; and another residential and recreational area of smaller frame residences for middle-level office workers. Designed by well-known Massachusetts architects, the major buildings, including the executive administration building, the Shawsheen Mill, and the Balmoral Spa, were constructed of red and yellow brick with stone trim and

reflect the development of the Georgian Revival style. The upper echelon residences are Colonial Revival (as are the more modest frame houses) and Tudor Revival in style.

The district is in private ownership, and some alterations have occurred. A few public and commercial structures allow public access, but no interpretation is provided.

Methuen

Spicket Falls Historic District (5). This district consists of the Methuen Mills complex. All the mill buildings constructed since 1826 have survived virtually unaltered, making this complex the best preserved textile mill site in the lower Merrimack valley. The district consists of an 1826 mill which had a five-story addition between 1870 and 1876, an 1840 cotton and spinning mill, an 1850 brick store, an 1870 engine house enlarged in 1885, two- and three-story mills dating from 1870-75, and an 1882 brick picker's house. The 1826 mill was the only building until 1870-81, when the size of the company quadrupled to produce cotton duck, ticking, awnings, and a line of jute bagging. The Spicket River dam was constructed in 1870 and 1880 with a sluice and gateway on the east side to channel water into an electric generator, which is still operating. The complex remained in operation until 1930 and is now rented to small industries. The complex is private and has no public access.

North Andover

Machine Shop Village (4.3). Machine Shop Village is a notably intact representation of the diverse elements of a mid 19th century machine factory village. The district contains about 160 structures along Cochichewick Brook. Sturdy brick mill complexes are complemented by rows of simple workers' housing. Significant resources include about a dozen massive brick structures of the Davis &

Furber Machine Company, founded in 1832; the original North Andover Mills, dating from ca. 1825, now a light manufacturing operation; and residential sections retaining their mid to late 19th century appearance. The latter include rows of double cottages, two-story duplexes, company boardinghouses, single-family homes of middle-level workers, late-Victorian upper-class residences, and the mansions of mill owners.

The mills and machine shops have been converted to offices and condominiums, reducing some of the industrial structures' integrity. Public access is limited and no formal interpretation is provided.

Saugus

Potential Resources. Adjacent to Saugus Iron Works National Historic Site are a series of large textile mills. The house at Saugus Iron Works may have been occupied by one of these mill owners. The mill complex and its relationship to Saugus Iron Works merit further study.

Haverhill

Washington Street Historic District (5). The Washington Street district contains excellent resources representing the span of Haverhill's shoe industry, but most post-dating a devastating fire in 1882 and representing a period of great expansion and development in the late 19th and early 20th centuries. The district retains a strong visual impression of a developing shoe industry town, with rows of small factories lining both sides of the narrow main street, larger factories located just off the main thoroughfare, and massive peak-period structures clustered nearby. The last period of development made Haverhill the second largest women's shoe manufacturing center in the world. The district's structures date from 1855 to 1919 and represent nearly every industrial style and method used in the

town, from the Queen Anne structures of Washington and Wingate streets to the reinforced-concrete Witherell Building (1919). Structures of note are the Franklin Block (1855), the Brickett-Coombs Building (1860), the Sanders-Currier Block (1877), the J. H. Winchell Building (the largest shoe manufacturing edifice in that section of New England), and the Charles K. Fox Building (designed to house all aspects of the shoe manufacturing process under one roof).

The tight clustering of diverse resources and the strong visual impression produced along Washington and Essex streets provide excellent interpretive potential; however, no interpretive programs currently exist. A shoe museum is being considered for the Washington Street area, but a lack of funds has limited progress. The Haverhill Historical Society, a few miles away, has a 10-foot shoe shop and a shoe display open to the public. The vast majority of the district is private and is undergoing constant alterations and renovations to make the structures marketable.

Potential Resources. Haverhill has exceptional shoe industry resources that have not been thoroughly registered. Worker and owner housing areas and tanneries are clearly represented in the town and merit further study.

Beverly

Potential Resources. The United Shoe Machinery factory at one time was the largest shoe machinery factory in the world. The factory is a huge complex including a series of mill ponds and a nearby 1910 corporation clubhouse. Only the clubhouse is registered; however, the factory also appears to be important to the interpretation of the area's shoe industry. The factory merits further study and if found to be an important Salem Project resource could, in conjunction with the clubhouse, provide an important link for interpreting the shoe industry.

Danvers

Salem Village Historic District (5). The Salem Village district illustrates some of the early structures associated with the shoemaking craft and enables interpretation of the cottage industry aspects of the business. A number of shoe companies existed here, including the E. & A. Mudge Shoe Company and the A. A. Dempsey Shoe Company. Small shoe shops are located in the yards of several houses, and ells for making shoes are attached to others. Shoe factories and a boardinghouse also may be seen in the district, along with large ornate houses of important shoe merchants and manufacturers.

All the shoe-related structures in the district are privately owned. Some of these structures are currently threatened. None of the structures is open to the public, and no interpretation of Danvers's shoe industry exists in this area.

Lynn

Central Square Historic District (4.3). This district reflects Lynn's commercial development during its period of peak industrial growth from about 1890 to 1925. It features 15 well-preserved late Victorian and early 20th century buildings with direct and significant historical associations with the leather and shoemaking industries. Central Square was the site of the first reconstruction efforts in Lynn's business district after the 1889 fire. Most of the district's buildings were constructed immediately after the fire and illustrate the massive scale of shoe manufacturing during that era. The four early 20th century buildings represent the city's commercial development in its last major period of industrial prosperity. The buildings take on added importance because the 1981 fire destroyed much of the city's earlier shoe manufacturing district. The buildings are mostly masonry construction and three to five stories high. One of them, the Mowers'

Block, a six-story building constructed in an irregular U shape, was one of the largest 19th century shoe factories and commercial buildings in Lynn. The structure retains practically all the elements of its original Victorian Gothic (Panel Brick) design. The Tebbetts shoe factory (1880) is a five-story Panel Brick building whose fireproof construction helped prevent the 1889 fire from spreading farther northward. The Pevear Building, a five-story Romanesque Revival structure with interior courtyard built for a family of morocco leather manufacturers, is one of the largest and best-preserved commercial/industrial buildings in Lynn.

The district, which is mostly privately owned, is not currently accessible to the public for interpretation, but it is near the proposed heritage state park visitor center.

Lynn Realty Company Building #2 (4.3). Built in 1902, this eight-story, free-standing brick building was the first factory in Lynn to be operated by electricity. The large-scale and severely utilitarian design of this second building owned by Lynn Realty established a precedent followed for other factories in the area, such as the Vamp Building.

This privately owned building has been converted to apartments, which are inaccessible to the public.

Tapley Building (5). The Tapley Building (1890) is one of only a few extant downtown buildings related to the shoe industry that have survived the city's two devastating fires (the last of which occurred in 1981). It exemplifies the shoe factories that stood in the Broad Street area in the late 19th century, helping provide a more complete picture of the historical streetscape. The Romanesque Revival and Panel Brick five-story, red brick building housed offices, showrooms, and workspace for a leather manufacturing company. It was part of the rebuilding of the commercial core that occurred after the fire of 1889 that destroyed most of the district and

includes metal fire shutters, interior fire walls, alarms, and sprinkler systems.

This privately owned building is inaccessible to the public and can only be viewed from the outside.

Vamp Building (4.3). The Vamp Building (1903-07) is one of a handful of extant downtown buildings representing the shoe industry and one of the last important factories constructed in the central business district. The building was owned by the Lynn Realty Company, which was organized as a cooperative concern to lease industrial space at cost to tenants. A brick eight-story structure with a simple style, it contrasts sharply with smaller neighboring Romanesque Revival and Panel Brick style factories of the 1890s. By 1907, after a number of major additions, it was the largest shoe factory in the world. The name "Vamp" possibly alludes to the similarity of the building's triangular plan to that particular part of a shoe. The building has been converted to apartments but retains its exterior integrity.

This privately owned structure is inaccessible to the public, limiting interpretation to the building exterior, and has lost some integrity as a result of the apartment conversion. It is adjacent to the future heritage state park visitor center.

Potential Resources. The Boston Street 10-foot shoe shops, two central shops, the triple decker rental housing areas, and the mansions of the Diamond Hill area all merit further study and are important in providing a complete historical picture of Lynn's shoe industry.

Peabody

Potential Resources. Peabody was a major center for the tanning industry, yet none of the extant resources appear to have been registered. Although many have lost integrity

or have been demolished, a number still remain, particularly along the North Canal and Foster Street. Tanneries in Peabody played a major role in the shoe industry and merit further study.

Wenham

Wenham Historic District (4.3). This district contains two c. 1850 10-foot shoe shops on the grounds of the Calfin Richards house. One is the shop where the founder of the United Shoe Machinery Corporation learned shoemaking. This shop has lost some of its integrity since it has been attached to the museum. The other was moved from a nearby farm and remains intact with the original farmer's tools and furnishings. This shop is separate from the Calfin Richards house and is located in a rural farm setting reminiscent of the historic site.

APPENDIX D: EVALUATION OF ESSEX COUNTY CULTURAL RESOURCES

All of the historic districts and sites evaluated as part of this project are listed in the following table. The resources are grouped according to community and then according to the theme or themes they represent. Brief descriptions highlight some of the resources that directly relate to each particular theme. The descriptions are merely summaries and do not include every property within a district relating to each particular theme. They are intended as an overview and to identify prime theme-related examples. Representative examples of specific structures may be included; however, not all structures are listed. Information about the architectural significance of structures in Salem is from *Architecture in Salem: An Illustrated Guide* (Tolles and Tolles 1983).

COMMUNITY: SALEM

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Derby Waterfront Historic District	<p>Salem Maritime NHS:</p> <ul style="list-style-type: none"> - Derby Wharf, started 1762 - Elias Hasket Derby H., c. 1761-62 and 1790 (oldest surviving brick house in Salem; outstanding 2½-story Georgian Colonial residence) - Narbonne H., c. 1672 (one of Salem's oldest surviving dwellings; study house; home of fishermen, mariners, and tradesmen) <p>House of Seven Gables Historic District*:</p> <ul style="list-style-type: none"> - Hawthorne birthplace, c. 1730-45 - House of Seven Gables, c. 1668 (Turner H. - later additions evident) - Hathaway H., 1682 - Retire Becket H., 1665 <p>Other:</p> <ul style="list-style-type: none"> - Capt. Edward Allen H., 1768 	5	5	5	5
Salem Common Historic District	<p>Essex Institute*:</p> <ul style="list-style-type: none"> - Crowninshield-Bentley H., c. 1727-1730 (epitomize local middle-income Georgian Colonial home) - John Ward H., 1684, NHL (one of New England's finest wood-frame and clap-board 17th century dwellings) - Quaker meetinghouse, 17th century <p>Other:</p> <ul style="list-style-type: none"> - Rope walks area - Daniels H., c. 1667; 1756 for shipwright - John Crowninshield H., c. 1755 (birthplace of Nathaniel Bowditch) - Webb-Briggs-Whipple H., c. 1770 (captain's and master shipbuilder's home) 	5	5	5	5
Downtown Salem Historic District	<p>Charter Street Historic District</p> <ul style="list-style-type: none"> - Charter Street Cemetery, 1637* - Pickman H., c. 1638-80 (education building) <p>Colonial examples:</p> <ul style="list-style-type: none"> - 47 Fed. St., 1760-90 - 18 Crombie St., 1766 - Grimshaw H., 1770 	5	5	3	4.3
Chestnut Street Historic District	<p>Approximately 10 pre-1775 homes, including those on</p> <p>Broad Street:</p> <ul style="list-style-type: none"> - Pickering H., c. 1651* (one of the country's most important surviving 17th century buildings, remodeled with 1841 Gothic Revival elements) - Broad Street Cemetery, c. 1655 (resting place of many of Salem's first citizens) <p>Essex Street:</p> <ul style="list-style-type: none"> - Witch House, 1674* (owned by city of Salem; site of pretrial examinations by magistrate for witch trials) - Joseph Cabot H., 1748 - Ropes mansion, 1719* (one of the most significant Georgian Colonial mansions in New England) <p>Other Streets (includes Chestnut Street Historic District)</p> <ul style="list-style-type: none"> - Punchard-Dunland H. (Fourteen Beckford St., #374, 375, 213) 	5	5	5	5

*Indicates that theme-related interpretation is provided through a public museum, a structure open by appointment, or an exterior sign.

Cultural Resource	Description	Repre- sents Theme	Proximity to-Theme Resource	Integrity	Final Rating
The Gedney and Cox Houses	- Gedney H., c. 1665* (built by Salem shipwright Ebeazer Gedney; now stripped of trim, preserved by SPNEA for study; most important 17th century study house in Massachusetts) - Cox house, ca. 1775 (overseer's home)	5	5	4.3	3.6
Fort Pickering	- oldest remaining fortified site in Salem, ca. 1644 (rebuilt by royal engineers by 1706 to fortify the colonies; served as the garrison for the 59th British Regiment in 1774)	5	1	3	3.0

Archeological Resources: The following archeological areas appear to strongly represent theme 1; however, the existing data are inadequate to rate them:

Old planters' settlement	Site of original Salem settlement; undeveloped except for area north of railroad tracks, which has some small homes; future road and railroad realignments proposed through this area
Winter Island	Site of 17th century fishing settlement - remains of homes and tavern - remains of Fort Pickering, 1644 (see Fort Pickering historic District)
Blubber Hollow	Site of 17th century shipbuilding center (partially in McIntire Historic District)
John Ward H. Block	Former site of 17th century John Ward H., now at Essex Institute; site may be intact (within Salem Common Historic District)
Essex/Derby Street area	Site of early maritime community (partially within Derby Waterfront and Salem Common historic districts) - remains of early merchants' shipbuilders' and related artisans' homes - remains of four 17th century homes in original location
Historic cemeteries	- Charter Street Burying Ground, c. 1637 (within Downtown Salem Historic District) - Broad Street Cemetery, c. 1655 (within McIntire Historic District)
Salem Willows	Potential early period sites; none discovered to date
Maritime waterfront underwater area	Hub of town's maritime traffic (partially within Derby Waterfront Historic District) - remains of 18th century wharves and warehouses - remains of various sunken vessels and lost cargo are likely

Note: Pioneers Village was originally constructed in 1930 as a temporary exhibit for the celebration of the Massachusetts Tercentenary. The village was intended to represent the earliest English settlement. The property is an important connection to the original old planters' settlement and has recently been upgraded and opened as a museum with interpretation and children's education programs. Gallows Hill may be the site of some of the 1692 witchcraft hangings. Neither site is registered and both merit further study.

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Bakers Island Light Station	<ul style="list-style-type: none"> - light tower, 1796 - main keeper's dwelling, 1879 - assistant keeper's dwelling, 1878 - fog signal building, 1907 	5	1	5	3.6
Derby Waterfront Historic District	<p>Salem Maritime NHS*:</p> <ul style="list-style-type: none"> - Derby Wharf, 1806 (enlarged) - Derby Wharf Light, 1870 - Custom House, 1818-19 (symbol of Salem's former preeminence in world-wide maritime commerce, excellent example of Federal public building architecture) - West India Goods Store, 1815 <p>House of Seven Gables H.D.*:</p> <ul style="list-style-type: none"> - Doret H., 1780 - Phippen H., 1782-84 - countinghouse, 1840 <p>Other:</p> <ul style="list-style-type: none"> - Simon Forrester H., c. 1790 (merchant) - Benjamin Crowninshield H., 1810-12 - numerous maritime craftsmen's homes - Townsend Ward H. (famous seaman born in house in 1831) 	5	5	5	5
Salem Common Historic District	<p>Essex Institute:</p> <ul style="list-style-type: none"> - Gardner-Pingree H., 1804-05, NHL* (one of the most outstanding Adamesque Federal townhomes showing early maritime success) - Andrew Safford H., 1818-19 (one of the most important late Federal era houses in New England) <p>Many other prominent merchant and sea captain residences, several with ropewalks to Collins Cove:</p> <ul style="list-style-type: none"> - Forrester-Peabody H., 1818 (merchant's house, now Bertram House for Aged Men) - Boardman H., 1782-89 (ship captain's house) 	5	5	5	5
Downtown Salem Historic District	<p>Predominantly commercial buildings, including</p> <ul style="list-style-type: none"> - Old Custom House/Central Bldg., c. 1805 (designed by McIntire; erected by merchants) - Derby Square town hall & market, 1815-17 (erected by merchants) - site of Elias Hasket Derby mansion - Joshua Ward H., 1784-87 (once the harborfront mansion of a prosperous merchant) <p>Peabody Museum, NHL*:</p> <ul style="list-style-type: none"> - Museum, 1799 (started as East Indian Marine Society; in 1867 renamed for George Peabody; internationally recognized maritime history museum) 	5	5	3	4.3
Chestnut Street Historic District	<p>Many exceptional homes of merchants/sea captains and housing for maritime artisans and craftsmen on Chestnut Street: Entire street has beautiful Federal examples; one of the most architecturally outstanding streets in the U.S.; noted as a collection of Adamesque Federal buildings that has no equal anywhere in the country, including</p> <ul style="list-style-type: none"> - Hamilton Hall, 1805, NHL* (designed by McIntire; magnificent Adamesque Federal brick building; considered one 	5	5	5	5

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
	<p>of the most outstanding Federal era public buildings in the U.S.)</p> <p>Essex Street: Several examples of Federal style homes of merchants/sea captains, including</p> <ul style="list-style-type: none"> - Nathaniel Bowditch H. (famous navigator's home) <p>Federal Street: three prominent houses by Samuel McIntire</p> <ul style="list-style-type: none"> - Pierce-Nichols, 1780, NHL* (one of the most significant Georgian Colonial mansions in New England; owned by SPNEA) - assemblyhouse, 1782-1796 - Cook Oliver H., 1802-03 				
West Cogswell H.	- row of houses, 1833-34 (built as an investment for a privateer; currently houses the Salem Inn)	3	5	3	3.6
Lafayette St. Historic District (local)	- Ephraim A. Emmerton H., c. 1878 (built for one of last maritime merchants in Salem; currently houses the Coach House Inn)	1	5	5	3.6
Fort Pickering	- oldest remaining fortified site in Salem, ceded to United States and rebuilt 1794 (commanded western approach to Salem Harbor and protected large fleet of privateering vessels during Revolution; famous frigate <i>Essex</i> built under its protection; reported to mount six heavy guns in 1811; covered by a blockhouse, brick magazine, and barracks for 1 officer and 30 men, but outline still resembles 1794 plan; becomes more important in conjunction with Winter Island and Fort Lee - see Winter Island and Salem Willows archeological resources)	5	1	3	3

Archeological Resources: The following archeological areas appear to be strongly related to theme 2; however, existing data are inadequate to rate them.

Winter Island	- remains of Fort Pickering, which was a prominent landmark during the Revolution and provided protection to the famous frigate <i>Essex</i> during its construction
Essex/Derby Street area	- remains of numerous wealthy maritime merchants' and related craftsmen's home
Historic cemeteries	<p>Period cemeteries likely to contain graves of numerous persons related to maritime commerce:</p> <ul style="list-style-type: none"> - Howard Street Cemetery, 1801 (part of Salem Common Historic District) - Orne Street Cemetery, 1807
Salem Willows	<ul style="list-style-type: none"> - remains of Fort Lee (Revolution) fortification considered eligible for National Register; one of only a few 18th century forts in the commonwealth not substantially altered) - potential for additional undiscovered sites

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Maritime waterfront underwater area	Hub of maritime commerce - remains of wharves, warehouses, and craftsmen's homes - remains of sunken vessels and lost cargoes are likely				

Note: Old Planters' settlement may have archeological resources related to theme 2; however, data are inadequate to determine resource potential

Theme 3: Textile and Leather Industries, 1830-1940

Derby Waterfront Historic District	Salem Maritime NHS: - Polish Club, 1909* (proposed interpretation) House of Seven Gables complex: - settlement house Other: - housing area for immigrants	5	5	5	5
Salem Common Historic District	Essex Institute: - Andrew-Safford H., 1818-19 (owned by wealthy leather dealer) - 10' shoe shop* (from Lynn) Textile or Leather Industry Homes - Thomas March Woodbridge H., 1908-10 (tannery owner's residence) - 31 Pleasant, 1851-52 (owned by shoe dealer from 1878-WWI) - 35 Pleasant, c. 1870 (built for clothing manufacturer James Trefren)	5	5	5	5
Downtown Salem Historic District	Most of the remaining commercial and public buildings date from the industrial period - Naumkeag Clothing Co. Bldg., 1895 - Naumkeag Trust Co. Bldg. - Hale Bldg.	1	5	5	3.6
Chestnut Street Historic District	Eight known residences of textile or leather industry businessmen, including - Henry Benson H., c. 1898 (director of Naumkeag Steam Cotton Mill) - Leonard Harrington H., c. 1871-72 (Boston leather dealer) - Joseph Winn, Jr., H., c. 1843 (wholesale shoe businessman) - Sanders-Ward H., c. 1843 (shoe businessman) - John Culliton H., 1859 (tanner and currier) - Lemuel Higbee H., c. 1858 (leather currier and shoe manufacturer)	5	5	5	5

Note: Industrial sites and structures are missing. City should focus on industrial-period research and potentially register significant sites and districts such as the Naumkeag Steam Cotton Mills, St. Nicholas Russian Orthodox Church, Russian Aid Society building, "The Point" neighborhood, the North River tanning area and shoe factories, and others as discovered. The McIntire Historic District outside the Chestnut Street portion appears to have homes of textile and leather factory owners and merits more specific study related to this theme.

Archeological Resources: The following archeological areas appear to be strongly related to theme 3; however, the existing data are inadequate to rate them.

Blubber Hollow	Historically dense concentration tanning operations and related industries; 1914 fire with little rebuilding has resulted in excellent archeological potential
Essex/Derby Street area	Site of immigrant neighborhood for tannery and shoe factory workers

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Historic cemeteries	Period cemeteries likely to contain graves of persons associated with leather industry: <ul style="list-style-type: none"> - Orne Street Cemetery, enlarged in 1864 - Harmony Grove Cemetery, 1840 				
Maritime waterfront underwater area	Waterfront used for bringing in goods for textile and leather industries <ul style="list-style-type: none"> - artifacts related to immigrant worker lifestyle are likely 				

COMMUNITY: AMESBURY

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Rocky Hill Meetinghouse	- country meetinghouse, 1785* (least altered of any 18th century meetinghouse in Massachusetts; Massachusetts historic landmark; built to serve west parish of Salisbury; interior virtually unchanged with original high pulpit, pentagonal sounding board, box pews, deacon's desk and gallery on three sides; late 18th century parsonage moved to site from nearby)	5	5	5	5
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Lowell Boat Shop Historic District (proposed)	- Amesbury represents intact record of boat building from late 18th to early 19th century - boat shop, c. 1793, additions 1860 and c. 1947 (originally designed to build boats for fishermen; oldest known boat shop in Mass.; working company; exhibits unusual structural framing modifications to accommodate boat building - two vacant boat shops - historic shipbuilding area - maritime residences	5	5	5	5
Theme 3: Textile and Leather Industries, 1830-1940					
Amesbury and Salisbury Mills Village	- 19th century textile village* with mills and related structures, including seven textile mills along the Powow River forming a contiguous group known as Mill Yard, plus 2 more mills (9 total), c. 1825-1872 (typical 19th century construction) - Commercial buildings (constructed of same brick materials as adjacent mills; some mill company buildings) - a few large residences, 1870s (several multifamily apartment buildings; typical 19th century mill design and construction; styled after either Greek Revival or Italianate designs; post-and-beam construction with regular masonry load-bearing exterior walls)	5	5	5	5

COMMUNITY: ANDOVER

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement					
Abbot Tavern	- tavern, c. 1680-1776 (Georgian architecture; visited by George Washington in 1789; in 1795 was Andover's first post office)	1	3	3	2.3
Abbot-Baker H.	- farm house, c. 1685 (barn and attached carriage house remain as part of the large estate)	1	3	5	3
Ballard Foster H.	- house, c. 1660 and 1750, when a section of another old house was attached (became a school for boys; renovated in 1965)	1	5	3	3
Blanchard-Upton H.	- house, c. 1699 (first period Georgian architecture; cobbler shop and 2 barns - 1 original - remain on site; has had alterations, yet old character remains)	1	3	3	2.3
Chandler-Bigsby-Abbot H.	- house, c. 1674 (operating farm for many years; some alterations yet still retains suggestions of earliest character)	1	3	3	2.3
Dascomb H.	- blacksmith's farm house, c. 1727-1808 (barn and carriage shed intact; house retains early character yet some alterations)	1	3	3	2.3
Emery H.	- house, c. 1717-20 (Georgian; owned by John Ballard who arrested "witches" during 1692 witch hysteria; some interior and exterior renovation)	1	3	3	2.3
Holt Farm	- house, c. 1708-1715 (has original framework and early interiors yet has been altered)	1	1	3	1.6
Holt-Cummings-Davis H.	- house, c. 1700 (moved across street between 1852-1872; has attached barn; simple cottage retaining unornamented features)	1	1	3	1.6
Manning H.	- house, c. 1760 (gambrel roof uncommon in Andover; original window sash; surrounding area developed)	1	3	3	2.3
Osgood Farm	- farmstead, c. 1700 (centuries of architectural growth)	1	1	3	1.6
Theme 3: Textile and Leather Industries, 1830-1940					
Andover Village Industrial District	Early 19th century industrial complex along Shawsheen River, including factory buildings and housing for workers and owners: - Marland Mills (includes housing; one working mill remains, majority of others converted to offices or commercial businesses) - Abbot Mill, 1814 (earliest surviving mill; also has workers' housing, boarding house, and apartments)	5	5	3	4.3

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Shawsheen Village	Planned industrial community for upper-echelon employees of world's largest producer of woolen/worsted products at the time (American Woolen Co.), c. 1919-1924 (composed of mills, residences, support and recreational facilities)	5	5	3	4.3
Arden	- Gothic Revival mansion, c. 1845-47 (sold to William Wood, founder of American Woolen Co. and Shawsheen Village, in 1891; includes several outbuildings including a caretaker's house)	5	5	5	5
Ballardvale	Planned mill community, started 1836 (first planned mill community in vicinity) <ul style="list-style-type: none"> - two mills (low-scale brick, utilitarian in appearance) - variety of residences, including multi-tenant units, cottages, and owner's mansion (company-built homes small and simple, Greek, Gothic, and early Italianate styles) - self-sufficient community including commercial facilities, railroad depot, offices, community center, churches, and school 	5	5	3	4.3

COMMUNITY: BEVERLY

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Beverly Center Business District	Few early-settlement structures remaining - Edward Bond H., 1723-1727 (one of the oldest and least altered Georgian residences) - First parish church, 1770 (remodeled 1835)	1	5	1	2.3
Fish Flake Hill Historic District	Originally part of Salem, c. 1627. Major fishing and drying activities Several early sea captains' homes: - Capt. Edmund Giles H., 1764 (somewhat altered) - Capt. William Gage H., ca. 1723 - Capt. Nathan Leech H., 1764 (moved to Bartlett St.) - Capt. Zachariah Stone H., c. 1750 Front Street: - Capt. Robt. Briscoe warehouse, 1701 Cabot Street residences of prosperous elite merchants: - Jacob Thompson H., 1775 (privateer) (There are a number of condominium and new rehab projects adjacent to the district)	3	5	3	3.6
Rev. John Hale H.	- house, c. 1694* (owners were key figures in cessation of witch trails; some alterations through years; limited feeling of association due to surrounding development)	5	5	3	4.3
John Balch H.	- 1636 wood-frame house* (only home still standing from those built by original Salem old planters; Balch was original 1623 Cape Ann settler from England; house is now surrounded by large scale industrial and public facilities)	5	1	3	3
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Beverly Center Business District	Commercial center, mostly after height of maritime, with merchants' homes showing growth and prosperity of fishing industry: - John Cabot H., 1781* (elegant brick mansion of wealthy privateer; museum) - Andrew Cabot H., 1841 (changed to municipal bldg.) Washington Street: - Isaac Appleton H., 1802-16 - Capt. Samuel Obear H., 1806	3	5	3	3.6
Fish Flake Hill Historic District	No wharves remain; contains residences of prosperous merchants, sea captains, and a warehouse: - Capt. Hugh Hill Warehouse, 1829 (originally used for sail making and chandlery; now an auto body shop) - Herick Tavern, 1750 Cabot Street mercantile elite homes, including - John Baxter Allen H., c. 1792 (merchant) - Capt. John Pindor H., 1801 (very wealthy merchant) Front Street homes of sea captains, merchants, and privateers, including - Capt. Hugh Hill H., 1780 - Thomas Bridges H., 1789 (West Indian merchant; focus of maritime prosperity around 1810) Examples of later merchant homes: - Samuel Adams H H., 1854	3	5	3	3.6

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
	<ul style="list-style-type: none"> - Capt. John Wallis H., 1839 - Samuel Herrick H., 1775-83 (on Water Street; believed to be sole surviving quarters for privateering command officer during revolution; owned by Beverly Historical Society) 				
Hospital Point Range Light	light station, originally established 1871 <ul style="list-style-type: none"> - tower, 1871 - house, 1871 - oil house, 1871 - storage, 1875 	5	1	5	3.6

Note: Beverly is in the process of creating a historical district between Fish Flake and the Central Business District. This area contains a concentration of maritime homes and could enhance the maritime story in Beverly.

Theme 3: Textile and Leather Industries, 1830-1940

Beverly Center Business District	Most buildings date from this time period; Thorndike St. has many manufacturers' homes; seven important commercial/office buildings were built between 1875 and 1891, when growth in shoe and leather industries created strong commercial center	3	5	3	3.6
Fish Flake Hill Historic District	Residences of early industrial workers, including: <ul style="list-style-type: none"> - Seven Bartlett St., c. 1840 (worker's cottage) - 35-37 Bartlett St., c. 1852-72 (workers' apartment) - 10 Stone St., c. 1852-72 (middle-class worker's home) - 18-20 Bartlett St., 1917 (two-family dwelling) 	3	5	3	3.6
United Shoe Machinery Corp. Clubhouse	<ul style="list-style-type: none"> - clubhouse, c. 1910 (built by United Shoe Machinery Corp. to provide a recreation facility for workers; early example of good attitude of employers and employees; has been carefully renovated; currently a restaurant) 	3	1	5	3

Note: The United Shoe Machinery factory at one time was the largest shoe machinery factory in the world. This complex, including the series of shoe ponds, warrants further study for preservation. The factory is for sale, and the owners may be resistant to having the factory placed on the National Register. This factory together with the United Shoe Machinery Corporation Clubhouse is important to the interpretation of the area's shoe industry. The final rating of the clubhouse would be higher if it could be interpreted in conjunction with the nearby factory.

COMMUNITY: BOXFORD

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Boxford Village Historic District	Old New England village center with early-period examples: - Holyoke-French H., 1760* - two homes on Northeast Main St., 1683 and 1774 - Colonial homes on Topsfield Rd. oldest 1688	3	5	3	3.6
Spofford-Barnes H.	- well-preserved home and plant nursery grounds, c. 1749 (numerous changes over time yet many notable architectural features)	3	1	3	2.3
Howe Village Historic District	Cluster of homes, including a few from the 18th century, such as: - Thomas Perly H., c. 1684 and 1760 - Old Hale H., c. 1749 (saltbox, minor alterations since construction)	3	5	3	3.6
Theme 3: Textile and Leather Industries, 1830-1940					
Howe Village Historic District	- Edward Howe/William Howe H. (had shoemaking business in home from 1840s until nearly the end of 19th century)	3	5	3	3.6
Boxford Village H.D.	- 10' shoe shop* (part of Holyoke-French H.; moved to the site in 1950s)	1	5	3	3

COMMUNITY: DANVERS

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Salem Village Historic District	Site of most famous and well-documented documented witch case in American history; provides excellent rural feeling of early settlement days: <ul style="list-style-type: none"> - Samuel Holten H., 1670* (his hogs got into the Nurse garden) - Joseph Holten H., 1671 (he signed petition in favor of Nurse and Proctor) - Rebecca Nurse H. and cemetery, 1678 - c. 1692* - Ingersoll H. & Tavern, 1670 - site of First Church, 1672* (where preliminary hearings were held) - site of Samuel Parris H.* (archeological remains of home of minister during witchcraft hysteria; private but accessible to the public; town trying to purchase property) 	5	5	5	5
Rea-Proctor Homestead	- part of original old Salem Village, c. 1692-1731; enlarged during this time (he was outspoken opponent of witch trials; site has remained in agriculture and had numerous alterations)	3	1	1	1.6
General Israel Putnam H.	- house, 1648 with additions 1744 and 1831 (surrounding environment major highway and cloverleaf)	3	1	3	2.3
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Salem Village Historic District	Rural feeling during height of maritime commerce <ul style="list-style-type: none"> - Derby Summerhouse, 1793, NHL* (designed by McIntire; owned by Elias Hasket Derby, a Salem merchant millionaire; moved to Glen Magna farms) - Glen Magna Farms/Endicott Estate, 1790* (country Federal estate of sea captain Jonathan Ingersoll with attractive mansion, gardens, and grounds; altered in 1893 into Georgian Revival style with additional third story and large portico) - Wadsworth H., 1783 (Georgian) 	5	5	3	4.3
Sprague House	- Summerhouse, 1810 (Sprague was a Salem merchant and privateer who had a home in Salem's Chestnut St. Historic District)	3	1	3	2.5
Rea-Proctor Homestead	- house (sea captain living there during succession)	1	1	1	1

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 3: Textile and Leather Industries, 1830-1940					
Salem Village Historic District	Numerous examples of home shoe factories on Centre Street: (typically two-story attached shops extending from the backs of the buildings; some built as small factories): <ul style="list-style-type: none"> - #15, c. 1854 - #23, c. 1851 - #64, c. 1858 - #67, c. 1850 - #68, c. 1853 Approximately 10 examples of shoemakers homes on Centre Street, including <ul style="list-style-type: none"> - #11, 1853 (Loring P. Demsey, shoe cutter) - #16, 1847 (James Wilkins, shoemaker) - #32, 1854 (John B. Putney, cordwainer) - #50, 1872 (Calvin Wentworth, shoemaker) - #65, 1839 (John Roberts, cordwainer) 	5	5	5	5
General Israel Putnam H.	- 18th century shoe shop on house site (now a candy shop)	1	1	1	1
Fowler H.	- house, 1810 (county Federal architecture; Fowler introduced tanning industry into this part of Danvers)	3	3	5	3.6

Notes: Later shoe businesses and Morocco leather factories in town need further research and inventory. Possibly some shoe and tannery owners' houses are left, e.g., Creese and Cosby houses and Joshua Silvester house, 1857.

COMMUNITY: ESSEX

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
David Burnham H.	- first-period structure, c. 1680-90 (well-preserved example of large 17th century dwelling retaining early rural character; beautiful setting)	3	1	3	2.3

Note: The Cogswell Grant is a rare example of a 17th century town grant preserving the original configuration, agricultural function, and over half the original acreage. The property includes 165 acres, an 18th century farmhouse, and outbuildings. The site is owned by SPNEA, and national register forms are currently being completed.

Theme 2: Height and Decline of the Maritime Era, 1775-1900

Note: Essex was a major shipbuilding center during this era. An Essex shipbuilding museum is within a few blocks of 17th and 18th century shipyards. The museum contains such items as tools, plans, models, photographs, and a video. Tourists can see how vessels were built, where in town they were constructed, and where certain parts were produced. A portion of a ropewalk structure and lot remains; ways still exist in the Story shipyard area, and a portion of a sparring pit is extant.

COMMUNITY: GLOUCESTER

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Central Gloucester Historic District	<ul style="list-style-type: none"> - Old Village Center just back from harbor - Concentration of early settlement structures on Middle Street, including <ul style="list-style-type: none"> - Hardy-Parsons H., 1760 - Thomas Sanders H., 1764 - Four Colonial buildings near old town hall - Woodward-Pearson H., 1756 - Somes-Webber H., 1770 (exceptional structure) - David Rodgers H., 1769 - Parson Chandler H., 1750-1752 Concentration of four colonial homes on north side of Pine Street, c. 1760s (well preserved streetscape; sense of the nearby working harbor)	3	5	3	3.6
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Annisquam Harbor light station	<ul style="list-style-type: none"> - light station, originally established 1800 - tower, house, and oil house, 1801 - walkway 1814 	5	1	5	3.6
Central Gloucester Historic District	<ul style="list-style-type: none"> - Large concentration of Federal homes on Prospect, Pine, Federal and Middle streets - Sargent-Murray-Gilman-Hough H., 1783* (prosperous merchant and shipowner) - Capt. Elias Davis H., 1804* Numerous Federal commercial buildings on Main Street Adjacent working harbor gives strong feeling of association	5	5	3	4.3
Eastern Point Light Station	<ul style="list-style-type: none"> - light station, originally established 1829 - lightkeeper's house, 1879 - tower and bell tower, 1890s 	5	1	5	3.6
Fitz Hugh Lane House	<ul style="list-style-type: none"> - house, c. 1849* (well-known maritime scene artist; owned by city of Gloucester; setting altered by removal of numerous buildings and several streets; inside of structure altered yet outside similar) 	5	5	3	4.3
Adventure Schooner Historic Site (proposed)	<ul style="list-style-type: none"> - two-masted schooner* (one of three built in Gloucester remaining afloat; brought in more money than any other fishing schooner at the time) 	5	5	5	5
Ten Pound Island Light	<ul style="list-style-type: none"> - light station, originally established 1821 	5	1	5	3.6

Note: The two-masted Gloucester schooner *Adventure* will soon be opened as a public museum. The schooner has recently been nominated for listing in the National Register of Historic Places but is not yet approved. A Maritime Urban Heritage Park is being planned at the Fitz Hugh Lane site. It would include the Fitz Hugh Lane House Museum, the *Adventure* schooner, another small, city-owned 1890s sailing sloop, and perhaps the Gloucester Marine Railways - an 1850s boat rebuilding area that is still operating. Gloucester also contains the small settlements of Annisquam and Lanesville, each retaining much of the scale and quality of a maritime settlement.

COMMUNITY: HAVERHILL

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Rocks Village Historic District	<ul style="list-style-type: none"> - several early 18th century homes (most private, in an attractive riverside setting, expressing some of the quality and scale of early shipbuilding community) - ships made in late 1700s 	3	5	3	3.6
John Greenleaf Whittier Birthplace	<ul style="list-style-type: none"> - house and barn, c. 1688* (operated as farm; changes over time; attractive farm setting; John Greenleaf Whittier, a later resident, post dates early settlement period) 	3	1	3	2.3
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Rocks Village Historic District	<ul style="list-style-type: none"> - virtually unchanged example of a preindustrial community retaining small-scale quality of 18th and 19th century maritime fishing and shipbuilding village - 16 structures within this time period - Hand Tub House, 1840* 	5	5	3	4.3
Theme 3: Textile and Leather Industries, 1830-1940					
Washington Street Shoe District	<ul style="list-style-type: none"> - excellent examples showing evolution of the shoe industry; - attached shoe factories mostly constructed in 1882 (exemplify middle period shoe industry) - later period factories including huge concrete factories 	5	5	5	5
Bradford Common Area	<ul style="list-style-type: none"> - At least 10 examples of Haverhill's early shoe industry in 1800-1835, including - Alfred Ordway H., 1831 (1/2 shoe factory) - Samuel Horne H., 1936 - William Kimball H. (shoemaking) - Farrer H., 1868 (shoemaking) - Most homes after 1840 were built for wealthy leather and shoe industrialists 	3	5	3	3.6
Intervale Factory	<ul style="list-style-type: none"> - Shoe factory, 1889 (only one of five brick factories remaining intact; earliest example of new factory in Haverhill with all manufacturing processes under one roof; portion became box factory after 1893; now condos) 	3	3	3	3

Notes: Haverhill also contains worker's housing in the Mount Washington area, wealthy shoemaker homes in the Highland area, and tanneries on the Bradford side near the Merrimack River. These areas merit further study and possible inclusion on the National Register. The Haverhill Historical Society Buttonwoods Museum has a 10-foot shoe shop and shoe display.

COMMUNITY: IPSWICH

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Development, 1626-1775					
East End Historic District	Encompasses shipbuilding and seafaring portion of the original village along Ipswich River, including nearly 40 pre-Revolution structures SPNEA properties: - Matthew Perkins H., c. 1709 Other examples: - William Howard H., c. 1680 - William Hodgkins H., c. 1690 - Andrew Burley H., c. 1688 - tavern, 1760-90 - John Kendricks H., c. 1670 (well preserved, unrestored) - Joseph Smith H., c. 1715 (occupied by mariners and shipbuilders)	5	5	5	5
High Street Historic District	1633 street (main residential and commercial street that once contained residences, taverns, stores, craftsmen's shops, and inn; now mainly residential; major concentration of pre-1775 structures, many clustered close to one another) - John Edwards H., c. 1668 - Edward Brown H., c. 1650 - John Caldwell H., c. 1660 - John Kimball H., 1680-1700 - Phillip Lord H., c. 1774 - William Merchant H., before 1650 (ancient frame, English-type cottage may date to 1630s) - Town jail, c. 1771-72 (built on Meeting House Green and moved in 1808, converted to house) 1634 burial ground containing many 17th and 18th century gravestones	5	5	5	5
Meeting House Green Historic District	Religious and commercial heart of town, (half of structures date from 18th century; boundaries of green determined over 300 years ago and remain nearly the same today; a large fairly recent church reduces the historic feeling of association) 10 pre-1775 residences, including - Col. John Appleton H., c. 1707 - Col. Ebenezer Stamwood H., c. 1747 - Christen Wainwright H., c. 1747 - Dr. John Manning H., c. 1763 - John Chapman H., c. 1770	5	5	3	4.3
South Green Historic District	South Green remains, c. 1686 (served as cattle pasture and militia training field) District surrounded by first-period wood-frame and clapboard residences: - Whipple House, c. 1653, NHL* (most notable structure; contains herb garden; overlooks south green) - John Ayres H., c. 1700 - Colonel John Baker H., c. 1761 - Samuel Dutch H., c. 1723 - Dr. Philomen Dean H., c. 1722 - Aaron Smith H., c. 1776 Choate Bridge, c. 1764 (one of the oldest, if not the oldest, stone bridges in Massachusetts; Massachusetts historic landmark) Nondistrict registered properties close enough to be considered within the South Green district: - Nathaniel Rust H., c. 1680 (retains austere beauty) - Dr. John Calef H., c. 1750	5	5	5	5

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
	<ul style="list-style-type: none"> - Sherborne-Wilson H., c. 1690 (condos: exterior kept intact) - Burnham-Patch H., c. 1730 (excellent condition) - Heard-Lakeman H., c. 1776 (handsome Georgian detail on interior) - Merrifield H., c. 1740 (good condition with yard and gardens) - Benjamin Grant H., c. 1735 (beautifully restored) 				
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
South Green Historic District	- John Heard H., 1795* (museum, home of wealthy maritime merchant in China trade, portion of Peabody Museum's China Trade collection from John Heard Collection)	5	3	5	4.3
Meeting House Green	Two homes of mariners: - Captain Israel Pulsfer H., 1812 (exterior remodeled as 2nd Empire with Colonial Revival porch across front) - Joseph N. Farley H., 1842	1	5	3	3
East End	Several mentioned as merchant homes: - Robert Jordan H., c. 1863 (matching carriage house) - Richard Lakeman H., c. 1835 - 4 wood frame homes, c. 1870-80	1	5	5	3.6

Note: Data on residences of persons involved in maritime commerce appear inadequate, indicating a need for further study.

Theme 3: Textile and Leather Industries, 1830-1940

Caldwell Block	Commercial development block; carefully restored and used for restaurants and businesses	1	5	5	3.6
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Note: Data are inadequate to analyze textile industry and related residences. Ipswich is proposing to enlarge the Central Village (Ipswich MRA) to include hosiery factories and related structures and workers' housing; more research is needed on industrialists' residences.

COMMUNITY: LAWRENCE

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 3: Textile and Leather Industries, 1830-1940					
North Canal Historic District	Industrial part of a planned-city that became one of America's leading textile manufacturing cities, including many mills, factory boarding houses, locks, a dam, bridges, and the canal, begun in 1845; represents chronology of industrial architectural styles and technical advances <ul style="list-style-type: none"> - mills include the Pacific, Pemberton, Bay State Washington/American Woolen Co., and Essex Co. machine shops - heritage state park visitor center* in one of the boarding houses 	5	5	5	5
American Woolen Mill Housing District	- tenement housing, 1909 (nine wooden units for married families and single people living w/families; attractive multi-family complex near North Canal Historic District)	5	5	3	4.3
Mechanics Block Historic District (enlarged)	- 34 single-family row houses (counting eight houses added to end of block), 1847, enlarged later (built for mechanics employed in machine shop by Essex Co.; some alterations; very near North Canal Historic District)	5	5	3	4.3
Downtown Lawrence Historic District	Commercial and governmental core of original planned industrial community; includes common; adjacent to North Canal Historic District	5	5	5	5
Gleason Bldg.	- commercial bldg. (separate from downtown; adjacent to North Canal Historic District)	1	5	1	3.6
24-30 Summer St.	- four three-story row houses (private boarding houses, 1877-88; had gone from middle class to lower class by 19th century; near North Canal Historic District)	5	5	3	4.3
High-Service Water Tower and Reservoir	early examples of comprehensive municipal planning; <ul style="list-style-type: none"> - reservoir with brick pumphouse, 1874-75 - water tower, 1896 (Richardsonian Romanesque octagonally shaped structure, renovated in 1977) - well maintained 18 acre park 	5	3	5	4.3
Jackson Terrace Historic District	- High/moderate quality residential development, c. 1845-1923 (part of original industrial planned city; designed by Washington Mills; oriented around formal courtyard; some of residences in poor condition; near North Canal Historic District)	5	5	3	4.3
Arlington Mills Historic District	- wool and cotton yarn manufacturing complex, 1865-1925 (later complex than most mills in Lawrence; on the Spicket River; contains 23 mill or industrial structures; great visual uniformity with pressed brick exteriors; still industrial)	5	5	5	5

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Arlington-Basswood Historic District	-- working class family housing, c. 1909-1920 (classical style three-deckers; less than 1/2 mile from Arlington Mills)	5	5	3	4.3

Notes: Museum of American Textile History is planning to relocate to a structure within the North Canal Historic District. The museum's new building has been purchased, but the more may not be completed for a number of years, based upon future funding.

Lawrence is closely tied to Andover, North Andover, and Methuen, and all help in telling the entire textile industry story since these adjacent towns have the upper echelon and owners' housing, and later and earlier factories.

COMMUNITY: LYNN

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 3: Textile and Leather Industries, 1830-1940					
Central Square Historic District	District encompasses approximately 1 acre; four streets of buildings integral to Lynn's growth as shoe manufacturing town, including <ul style="list-style-type: none"> - Tebbetts Factory, 1880 (panel brick style building utilizing masonry construction; now low-income apartments) - Peaver Building, 1891 (first-story storefronts, upper floors leather factory; example of Romanesque Revival business architecture; built as rental for different shoe manufacturers) - Lobdell Building (office for bootblack) Mowers' Block, c. 1891 (one of largest shoe factory/commercial buildings in Lynn and well-preserved example of Victorian Gothic) - Dagyr Building, c. 1891 (handsome example of Romanesque Revival architecture) 	5	5	3	4.3
Vamp Building	- shoe factory, 1903-07 (largest shoe factory in world in 1907; constructed in the shape of the <i>vamp</i> portion of a shoe; eight-story structure, triangular in plan with an interior courtyard; most impressive of Lynn's shoe factories; adjacent to proposed State Heritage Park visitor center; now used for apartments)	5	5	3	4.3
Tapley Building	- commercial manufacturing building, 1890 (offices and showrooms on first floor, manufacturing on remainder; Romanesque Revival style, basically unaltered; red brick with sandstone trim)	5	5	5	5
Lynn Realty Company Building #2	- former shoe factory, 1902 (first factory in Lynn operated by electricity with steam back-up; large and severe structure)	5	5	3	4.3
Lucian Newhall H.	- house, 1865-67 (well-preserved example of Second Empire style; carriage house and barn remain; home of rich shoe manufacturer; now apartments, yet much of historic character remains)	3	3	3	3
Lynn Bank Block	Commercial block, c. 1891 (founded by local shoemakers)	3	5	5	4.3

Note: A heritage state park with a visitor center is proposed next to the Vamp Building in Lynn's downtown. The site has been purchased and renovation for the visitor center is underway. The center will contain a 10-foot shoe shop and exhibits directly related to Lynn's shoe industry. Exactly when the visitor center will be opened is unknown. Lynn has several properties pertaining to its shoe industry that are not on the National Register but could provide visitors with a broader understanding of this phase of the town's history. Several homes may still have 10-foot shoe shops on the properties; at least two central shoe shops remain; and areas of workers' and wealthy factory owners' homes remain. These areas merit further study.

COMMUNITY: LYNNFIELD

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Meeting House Common District	- Meetinghouse, c. 1714* (supervised by Lynnfield Historical Society; changed over time by an additional story and middle section) - burial ground, 1714	3	5	1	3
Theme 3: Textile and Leather Industries, 1830-1940					
Meeting House Common District	- George Whittredge H. (had shoe manufacturing and store 1835; house next door built as shoe factory expansion)	3	5	3	3.6

COMMUNITY: MANCHESTER

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
The <i>New Hampshire</i> (Alabama, Granite State)	Shipwreck, 1921, of square-rigged, 3-masted "ship-of-the-line," constructed with not less than 74 guns, 1819 (lies under-water in several pieces; six of her ribs can sometimes be seen; one of few sites not completely covered by sand)	5	1	1	2.3

Note: The local downtown Manchester Historic District is being researched more completely. The study area will include portions of the harbor, some maritime residences, and commercial structures. The scale of the harbor and downtown Manchester is similar to maritime period towns of Essex County.

COMMUNITY: MARBLEHEAD

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Marblehead Historic District	<p>Closely grouped wooden houses and shops on narrow streets exemplifying prosperity of fishing and commerce before Revolution, including:</p> <ul style="list-style-type: none"> - Jeremiah Lee mansion, c. 1768, NHL* (noted as one of finest and most elaborate late Georgian mansions in the U.S.; many original features and much fabric remain; Marblehead Historical Society) - Old Town Hall, c. 1727* (intact) - public landing, 1662 - many 17th century graves on Burial Hill* (called most spectacular Colonial graveyard in New England) - numerous examples of clapboard Georgian-era homes on Gingerbread Hill - King Hooper Mansion, c. 1727-28, addition 1745* (home of prosperous merchants and shipowners; Marblehead Arts Association) <p>Approx. 15 pre-1700 homes, predominantly from the Georgian period Fort Sewall, early coastal fort, 1644 (important early military defense)</p>	5	5	5	5
General John Glover H.	- two-story, frame, L-shaped residence, 1762 (considerably altered; used as a restaurant)	3	1	3	2.3
Elbridge Gerry H.	- house, c. 1730 (two story, L-shaped Georgian; raised to three stories in 1820)	3	3	3	3
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Marblehead Historic District	<p>Fishing center and shipyard commissioned to build first American navy ship; several houses from this period remain, including</p> <ul style="list-style-type: none"> - Capt. John Cross H., 1804 - John Blacker H., 1810 - Quiner H. - Josiah Cressy H. <p>Fort Sewall, rebuilt in time of Revolutionary War, 1775-76* (prominent coastal defense during War of 1812; name changed to Fort Sewall, 1814; fort guns protected U.S.S. <i>Constitution</i>, 1814; location and internal layout remain authentic; good example of early fort masonry and sod construction; town park)</p>	5	5	5	5
Marblehead Light	<p>light station, originally established 1833</p> <ul style="list-style-type: none"> - oil house, 1835 - tower, 1895 	5	1	5	3.6

COMMUNITY: METHUEN

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Asie Swan House	- Colonial vernacular clapboard house, c. 1720 (used for first town meetings in 1726; moved in 1808; private residence; no major alterations)	3	1	5	3
Theme 3: Textile and Leather Industries, 1830-1940					
15/17/19 Park St.	- mill worker residences, c. 1840 (good examples of mill residences during mid-1800s; now private apartments)	3	5	3	3.6
50 Pelham St.	- Italianate clapboard house with barn, c. 1875 (few alterations; associated with workers at Methuen cotton mills and other factories)	3	5	5	4.3
13 Annis St.	- Italianate clapboard house, c. 1880 (few alterations; built by speculators for sale to wool workers; private residence)	3	5	5	4.3
113/115 Center St.	- Italianate clapboard house, c. 1880 (few alterations; early Arlington District housing; two-family, side-by-side house; one of best preserved early Arlington examples)	3	5	5	4.3
10 Park St.	- Italianate clapboard house, c. 1880 (associated with mill development era; no major alterations)	3	5	5	4.3
306 Broadway	- Greek Revival clapboard house, c. 1830 with rear addition (shoemakers among owners)	3	5	3	3.6
Spicket Falls Historic District	Methuen Mills complex (best preserved textile mill site in lower Merrimack Valley; all mills constructed since 1826 have few alterations; 1870-1881 quadrupled size of company; made duck, ticking, awnings, and jute bagging) - large brick mill, 1826 (has clerestory monitor roof and wooden and brick stair tower) - dam, 1864-1880 - mill, 1870-76 (has mansard roof and octagonal stair tower)	5	5	5	5
Pleasant/High St. Historic District	- elegant Italianate and Second Empire residences; several homes of mill managers and owners	3	5	3	3.6

COMMUNITY: NEWBURY

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Newbury Historic District (Upper Green)	Nearly 1/3 of homes 17th and 18th century, including <ul style="list-style-type: none"> - Tristram Coffin H., 1654*, Mass. historic landmark (excellent first-period home; integrity intact; three different periods of Coffin family interpreted; SPNEA) - Henry Sewall H., 1660 - Dr. Peter Toppan H., 1697 - Swett-Hisley H., 1670* (SPNEA; became Blue Anchor Tavern) - Short H., 1717 (five doorway and brick gabled ends) - 1642 Upper Green center of new settlement 	5	5	5	5
Spencer-Pierce-Little H.	Farm complex on 230 acres, NHL* (SPNEA) <ul style="list-style-type: none"> - rare masonry house, c. 1700 - several outbuildings, including an 18th century barn - fields continuously cultivated since 1635, marshlands and forests 	5	5	5	5
Hale-Boynton H.	- Georgian house, 1764	3	1	5	2.5

Note: Old Town Newbury, along the Parker River, appears to provide an excellent picture of early settlement and merits further study for possible inclusion on the National Register. The area includes the Dole-Little House (interpreted), other first-period houses, the historic green, nearby farms, and the Trustees of Reservations' Old Town Hill. The transition from Newbury's Lower Green to the Upper Green and finally to Newburyport provides an excellent illustration of the movement of town centers through time.

COMMUNITY: NEWBURYPORT

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Newburyport Historic District	Some scattered first-period structures on High St., on Merrimac St. north of Rt. 1, and along Water St., south of downtown; city lacks major concentrated area Many examples of Georgian architecture (1750-1800) on State, Green, Federal, and High streets - Hole-Weed H., c. 1665-1770 - #20 Toppan's Lane, c. 1670 - #174-76 Water St., c. 1700 Examples of merchant/shipbuilder's homes: - Patrick Tracy H., c. 1746 - Michael Dalton H., c. 1800 - Nathaniel Tracy mansion, 1771 - Jonathan Jackson H., 1771 A number of timber-frame vernacular houses on side streets Excellent examples of clapboard and brick residences	5	5	3	4.3
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Newburyport Harbor Light	light station, originally established 1788 - tower, 1898	5	1	5	3.6
Newburyport Harbor Range Lights	light station, originally established 1873 - two towers, 1873	5	5	5	5
Newburyport Historic District	(Includes harbor and mix of land uses) numerous Federal period (predominantly brick) merchants', seamen's and artisans' homes, including - Cushing H., 1808, NHL* (with garden) - William Bartlett H., pre 1798 - Nicholas Johnson H., 1793 - group of seamen's and artisan's homes on Merrimac, Water, Olive, Elm, Madison, and Union streets - ambitious examples on the Ridge at High Street; also on Green, State, Market, Federal, Fruit, and Washington Public buildings: - U.S. custom house, c. 1834-35* (maritime museum; excellent example of Neo-classical forms; in poor condition) Downtown commercial buildings (mostly 1811-1815; brick construction): - Market Square (center for maritime commerce; exemplifies early codes regarding materials, heights, and construction, intended to prevent fire devastation)	5	5	5	5
Theme 3: Textile and Leather Industries, 1830-1940					
Newburyport Historic District	Housing - widespread adoption of cottages as working class housing on north end of Oakland and Carter streets near Merrimac and Water - large number of double houses - wood-frame row houses near mills and downtown on streets including Warren, Charles, Water, and Tremont	3	5	3	3.6

Note: A marked maritime historic walk along the waterfront is proposed.

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
	<ul style="list-style-type: none"> - some tenement houses scattered throughout district - a number of Second Empire mansions on High Street 				
	<p>Textile mills:</p> <ul style="list-style-type: none"> - James Steam Mills, 1842-1844 (Greek Revival style; now elderly housing) - four other mill sites, 1837-48 (include outbuildings, offices, and archeological remains) 				
	<p>Shoe industry:</p> <ul style="list-style-type: none"> - Dodge Building, 1873 (company was original partnership in Lynx; building designed with fine Italianate details; currently office building and restaurant) - Bracket Heal Co., c. 1880 - c. 1940 (originally engine house of Globe and Beacon textile mills; converted to tannery then to shopping center; contains small display of history of building) 				

COMMUNITY: NORTH ANDOVER

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Abiel Stevens House	- first period house, 1710-1719 (2-story, central chimney house of timber frame construction; several additions but well preserved; private)	3	3	3	3
Old North Andover Center Historic District	- Phillips Mansion, 1752 (private) - Parson Barnard H., 1715* (home of three early ministers; two-story saltbox of frame construction; excellent example of transitional architecture; interpretation covers 1715-1830)	3	5	3	3.6
Samuel Osgood House	- house, c. 1740 (some outbuildings added later; good condition outside, some changes inside)	3	3	3	3
Theme 3: Textile and Leather Industries, 1830-1940					
Machine Shop Village	Self-sufficient factory village with full spectrum of building types, mid 19th century (conservative and functional architecture; oldest building is High-Victorian, but most are Greek Revival; a 5-story tower and Romanesque arched entrance are dominate features among the simple detailing; mill building and machine shops are mostly converted to 20th century manufacturing) - Davis & Furber Machine Shop, 1836 (High-Victorian style) - North Andover mills, 1839 for main building - rowhouses and single-family homes for upper level workers - George Hodge mansion (mill owner) - Empire Wiley mansion - compact neighborhood of worker cottages and boarding houses, 1860s	5	5	3	4.3
Old North Andover Center Historic District	- Museum of American Textile History* (museum planning to move to Lawrence) - row of 19th century workers' houses - Nathaniel Stevens H., prosperous mill owner estate, with carriage house - double cottages and workers' houses for Stevens Mills employees (mills not in the district)	3	5	3	3.6
Campion Hall	- mansion, 1906 (home of owner of textile mill in Lawrence; now private Jesuit institution)				

COMMUNITY: PEABODY

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 3: Textile and Leather Industries, 1830-1940					
Washington St. Historic District	Residential block for wealthy manufacturers: - Abel Proctor H., 1830 (tannery owner) - Roberts Daniels H., 1841 (leading shoe manufacturer) - John Pinder H., 1862 (leather company owner) - Thomas O'Shea H., 1897 (prosperous leather company owner)	3	5	3	3.6
Sutton Block	- commercial block, 1859 (built by leading industrialist Sutton; bought by leading leather manufacturer in 1907)	1	5	3	3
Southwick H.	- house, 1750 (later generations living in house owned Southwick Stauss Tanning Co.)	3	3	3	2.5

Note: Numerous tannery structures still remain; a few have been turned into condominium projects, while one or two are still functioning tanneries. The concentration of tanneries is along the North River Canal. Peabody tanneries merit additional study. Peabody has renovated the George Peabody House Civic Center, which has an exhibit on tanneries and the tanning process.

COMMUNITY: ROCKPORT

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Rockport Downtown Main Street Historic District	A few early settlement structures, including - house, 1753 (now Granite Shore Inn)	1	5	3	3
The Old Castle	- old farm, 1712 (prominent landmark from the sea; closed to public for renovations; owned by Sandy Bay Historical Society)	3	1	3	2.3
Theme 2: Height and Decline of the Maritime Era, 1775-1900					
Rockport Downtown Main Street Historic District	Mostly 19th century commercial center: - tavern 1787	1	5	3	3
Sewall-Scripture H.	- granite house of quarry owner, 1832* (Federal architecture; owned by Sandy Bay Historical Society museum with main orientation quarry industry)	1	5	5	6
Straightsmouth Light	Light station, originally established 1834 - tower, house, oil house, and two sheds	5	1	5	3.6
Twin Lights Historic District	- two lighthouses on Thatcher's Island, 1860-61 (battered walls of cut granite; last twin lights in America; frequent boat access in summer)	5	1	5	3.6

Note: Planning to establish Broadway Historic District, which may include portions of the harbor and Bear Skin Neck. Portions of this district will have a maritime focus.

COMMUNITY: ROWLEY

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Rowley Central Historic District (local district including 3 National Register properties)	Several early settlement residences, including - Chaplin-Clarke H., c. 1670, addition in 1700 (oldest house in Rowley; carefully restored and well preserved; private) - Platts-Bradstreet H., c. 1677* (museum; excellent example of first-period home; Rowley shoe shop c. 1820) - Lambert H., c. 1699 (numerous additions but old portion remains; private)	3	5	3	3.6
Glen Mills Historic District of Rowley (local district)	One of the oldest mill sites in U.S. (oldest known fulling mill in North America erected here in 1643; converted to carding mill in 1820; converted to grist mill in 1856; destroyed by fire in 1914) - reconstructed smaller mill with water wheel and turbine, 1940 - headrace and penstock, modified 1940 - boarding houses nearby, c. 1740-1770	5	5	1	3.6
<p>Note: Warehouse Landing, an original landing site used in 1639, still exists with surrounding salt marsh haying areas. At least two of the original King's Grant farms are still intact near the Warehouse Landing. Some newer rural residences detract from the historic feeling of association.</p>					
Theme 3: Textile and Leather Industries, 1830-1940					
Platts-Bradstreet H.	- early 10-foot shoe shop, c. 1820 (moved from nearby Rowley farm)	1	5	3	3

COMMUNITY: SAUGUS

Cultural Resource	Description	Represents Theme	Proximity to-Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Boardman H.	- house, post dates 1686, NHL* (importance due to original interior detailing; carefully reconstructed in 1915-18; study house; SPNEA)	5	1	3	3
Saugus Iron Works National Historic Site	First sustained integrated ironworks in America* (some iron sent to Salem for shipbuilding and salt production): - ironmaster's house, slag pile, furnace building, forage building, rolling and slitting mill, and ironhouse (reconstruction completed in 1954)	5	5	5	5

Theme 3: Textile and Leather Industries, 1830-1940

Note: Elm Street contains textile mills from the late 18th century and early 19th century. A textile mill owner lived in the iron works house that is now part of Saugus Iron Works National Historic Site. The Elm Street factories and their connection to Saugus NHS merit further study.

COMMUNITY: SWAMPSCOTT

Cultural Resource	Description	Repre- sents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 3: Textile and Leather Industries, 1830-1940					
Swampscott Fish House	- fish house, 1896 (built by city; remained a commercial fish house for 90 years; architecture similar to large summer houses built in Swampscott in late 19th century; in continuous use since built)	1	1	5	2.3

COMMUNITY: TOPSFIELD

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Topsfield Town Common District	<ul style="list-style-type: none"> - historic common, predates 1775 - Parson Capen H., 1683, NHL* (carefully restored; open to public) - Rev. John Emerson H., 1733 (older part still remains within later additions; some McIntire interior features; Federal style) - early settlement residence, 1756 (11 High Street, on common; been split in half and portion moved) 	5	5	3	4.3

COMMUNITY: WENHAM

Cultural Resource	Description	Represents Theme	Proximity to Theme Resource	Integrity	Final Rating
Theme 1: Founding and Early Settlement, 1626-1775					
Wenham Historic District	<ul style="list-style-type: none"> - early settlement village green - Calfin Richards H., 1662 and 1673* (has several additions, but early settlement portion is intact with early period exhibits; Wenham Historical Society) - John Solart, Sr., H., c. 1670 - Richard Hutton H., c. 1679 - Hobbs House, 1688, addition 1760 (now a clothing store) 	3	5	3	3.6
Theme 3: Textile and Leather Industries, 1830-1940					
Wenham Historic District	<ul style="list-style-type: none"> - two one-room shoe shops on Calfin Richards H. grounds, c. 1850* (one is the shop where founder of United Shoe Machinery Corp. learned shoemaking; one remains separate and intact with original old tools and furnishings exhibited) - early central shoe shop (now an apartment) 	5	5	3	4.3

APPENDIX E: CONSULTATION WITH THE MASSACHUSETTS
HISTORICAL COMMISSION



May 23, 1989

Ann Moss
NPS-DSC
2795 West Alameda Parkway
Denver, Colorado 80225-0287

Dear Ann,

Thanks for the letter of May 12th requesting clarification on the level of significance for the NR listed districts and properties that are important to the Salem Project. I have reviewed the list and made changes where appropriate.

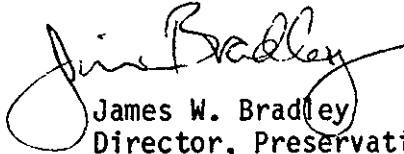
I would stress two caveats in using these levels of significance. First, the means for assigning a level of significance has changed considerably over the years. In the 60's and probably through the mid to late 70's, National significance was frequently checked whereas local significance seldom was. To a degree this was a reflection of the importance of the properties being nominated, however, the policy appears to have been one of checking a higher level of significance rather than a lower one. There was no formal criteria or context for these decisions. With the adoption of a comprehensive plan and the beginning of a statewide reconnaissance survey in 1979, the trend reversed. Most properties nominated were checked as locally significant. State level significance was used in a more parsimonious manner as the survey completed more of the state. National significance has rarely been used since 1979. Changes within the National Register review process also made it expedient to check local instead of state or national; it helped to minimize the likelihood of a nomination being returned. In sum, the assigned level of significance on a nomination is not a reliable guide to the property's actual significance.

The second caveat has to do with the enclosed assessments of significance. Ideally, I would like to have formally re-evaluated all these properties with my staff. Several constraints have prevented this, among them the maternity leave of the National Register Director and the still incomplete status of the Essex County reconnaissance survey. As a result, you are getting my best "seat of the pants" opinion. This is not a formal opinion of the MHC nor an ex-cathedra pronouncement on the

significance of these resources. Completion of the Essex County survey and regional evaluation of the resources could change the recommendations made here.

In spite of these cautions, I hope this information will be useful and I'll look forward to seeing you in June.

Sincerely,



James W. Bradley
Director, Preservation Planning
Massachusetts Historical Commission

JWB/mlw

SALEM PROJECT IMPORTANT CULTURAL RESOURCES (Preliminary)

JWB 5/23/89

The following districts and properties are important to the Salem Project. The evaluation of importance was based on the representation of established themes, integrity, and proximity to theme related resources. These identified resources are registered on the National Register of Historic Places or are proposed to be registered in the near future. The National Register significance level is shown below. In parenthesis, the significance level suggested by the Massachusetts Historical Commission or a representative from the Museum of American Textile History is indicated.

TOWN	SIGNIFICANCE LEVEL
Salem	
Chestnut Street Historic District	National
Charter Street Historic District	Local
Derby Waterfront Historic District	National
Downtown Salem Historic District	State
Essex Institute Historic District	National
Fort Pickering	National
Gedney and Cox Houses	National
House of Seven Gables H.D.	National
Peabody Museum Historic District	National
Salem Common Historic District	State
Amesbury	
Lowell's Boat Shop H.D. (proposed)	Not Listed (Lowell Boat Shop; <u>State</u>)
Amesbury and Salisbury Mills H.D.	Local (<u>State</u> , perhaps Nat.)
Andover	
Andover Village Historic District	State (perhaps Nat.)
Arden	State (perhaps Nat.)
Ballardvale	Local (<u>State</u>)
Shawsheen Village	State (should be Nat.)
Beverly	
Reverend John Hale House	State
Fish Flake Hill Historic District	Local
Danvers	
Salem Village Historic District	National
Gloucester	
Adventure Schooner H.D. (proposed)	National suggested (State) <u>National</u>
Central Gloucester Historic District	Local (<u>State</u>)
Fitz Hugh Lane House	National
Haverhill	
Rocks Village Historic District	Local <u>State</u>
Washington Street Historic District	(<u>State</u> , perhaps Nat.) <u>perhaps Nat.</u>

Ipswich	
East End	National
High Street	National
Meeting House Green	National
South Green	National
Lawrence	
American Woolen Mills Hist. Dist.	Local (State)
Arlington Mills Historic District	State
Arlington Basswood Historic District	Local (State)
Downtown Lawrence Historic District	State
Jackson Terrace Historic District	State
Mechanics Block Historic District	Local (State)
North Canal Historic District	National
24-30 Summer Street	Local (State)
Lynn	
Central Square Historic District	Local
Lynn Realty Building #2	State
Tapley Building	State
Vamp Building	State
Marblehead	
Marblehead Historic District	National
Methuen	
Pleasant/High Street Historic Dist.	(not known at Tex. Mus.) <u>Local</u>
Spicket Falls Historic District	Local (State)
Newbury	
Newbury Historic District	Local (State, perhaps Nat.)
Newburyport	
Newburyport Historic District	National
North Andover	
Machine Shop Village District	Local (numerous alterations)
Old North Andover Center H.D.	Local (not commented on)
Rockport	
Twin Lights	National
Saugus	
Saugus Ironworks National Hist. Site	National
Topsfield	
Topsfield Town Common District	Local (perhaps <u>State</u>)
Wenham	
Wenham Historic District	State

APPENDIX F: REPRESENTATION OF NATIONAL PARK SYSTEM THEMES

The Salem Project resources represent a number of national park system themes identified in *History and Prehistory in the National Park System and the National Historic Landmarks Program, 1987*. A brief survey of how comprehensively these themes are represented by the resources in existing units of the national park system indicated that in many instances the Salem Project resources would complement, rather than repeat, what is already interpreted in the national park system. The survey conducted for this study was very brief and intended only to point out which Salem Project resources might be most valuable for filling gaps in the interpretation of the nation's history. The approach was conceptual and dealt almost exclusively with historic districts, many containing hundreds and even thousands of contributing structures. Consequently, more information would be needed to evaluate the resources for possible addition to the national park system.

NPS THEMES RELATED TO EARLY SETTLEMENT

The story of the founding and early settlement of the Salem area between 1626 and 1775 relates to the national park system themes shown in table F-1. Five existing units or

affiliated areas of the national park system have resources related to these themes.

Saugus Iron Works National Historic Site, which is part of the Salem Project, illustrates the diversity and self-sufficiency of the early settlers through the first integrated iron works. Cape Cod National Seashore is predominately a natural area with some cultural resources interpreting man's relationship to the natural environment. Roger Williams National Memorial honors the founder of the Rhode Island colony and a pioneer in religious freedom. Touro Synagogue preserves an outstanding example of colonial religious architecture. Colonial National Historical Park interprets colonial society in the South. Collectively, these sites express some of the aspects of English exploration and settlement and the development of the English colonies, but they do not comprehensively address these themes. There appear to be major gaps that the Salem Project can help fill. The Salem Project has such diverse resources as a remarkably unaltered fishing village with more than 250 structures dating from before the Revolution, a community with more first-period buildings than anywhere in America, nationally significant first-period farm complexes with excellent integrity, diverse resources expressing the 1692 witchcraft story, and pre-Revolution New

Table F-1. NPS Themes Related to Early Settlement

Theme	Represented by
II. European Colonial Exploration and Settlement C. English Exploration and Settlement 2. Settlement of New England	Cape Cod National Seashore, MA Roger Williams National Memorial, RI Saugus Iron Works National Historic Site, MA Touro Synagogue National Historic Site, RI (affiliated area)
III. Development of the English Colonies, 1688-1763 A. Physical Development 1. Growth of Urban Areas and Previous Settlements	Colonial National Historical Park (Yorktown), VA
D. Social and Economic Affairs 1. Intellectual and Religious Affairs 2. Economic Affairs and Ways of Life	Touro Synagogue National Historic Site, RI Saugus Iron Works National Historic Site, MA

England commons with their quaint homesteads and churches. Many of these districts contain national historic landmarks and express some of the best preserved early settlement resources in the nation.

NPS THEMES RELATED TO THE MARITIME ERA

The story of America's maritime era from 1775 to 1850 relates to the national park system themes shown in table F-2.

Salem Maritime National Historic Site is the only site representing the themes of the naval aspects of the American Revolution and the export-import trade. Salem Maritime contains the elaborate U.S. customhouse, one of the few surviving pre-Revolution wharves in America, which functioned as a shipping center from the early settlement days through much of the industrial era, the West India Goods Store, and two wealthy merchant homes. These resources begin to tell the story of privateering, the Far East trade, and industrial era export and import; however, they also leave numerous gaps, notably in the areas of naval war activities, ships, shipbuilding, and the physical development of

trading centers. The Salem Project resources can fill these gaps and provide depth to the story related to these themes. Examples of Salem Project resources include three privateering era earthen forts, the residential neighborhoods of artisans and of wealthy merchants and sea captains, maritime business centers, shipbuilding centers, the residence and paintings of a famous maritime artist, marine railways, major fishing centers, the last twin lighthouses in America, and one of the last two-masted wooden schooners. Seven structures among the Salem Project districts are national historic landmarks related directly to interpretation of the maritime era.

Table F-2. NPS Themes Related to the Maritime Era

Theme	Represented by
IV. The American Revolution F. The Naval War	Salem Maritime National Historic Site, MA
XII. Business D. Trade 1. Export-Import	Salem Maritime National Historic Site, MA
XIV. Transportation B. Ships, Boats, Lighthouses, and Other Structures	Cape Hatteras National Seashore (Cape Hatteras Light), NC Gateway National Recreation Area (Sandy Hook lighthouse), NY-NJ Golden Gate National Recreation Area (National Maritime Museum), CA

NPS THEMES RELATED TO THE TEXTILE INDUSTRY

The textile industry relates to the national park system themes shown in table F-3.

The history of textile industries is currently represented by two units of the national park system: Lowell National Historical Park and the Blackstone River Valley National Heritage Corridor (an affiliated area). Each of these provides a diverse and different picture of the textile industry; however, they also leave gaps in the story that can be filled by Salem Project resources. Lowell represents America's first planned industrial community and is the symbol and physical manifestation of a sweeping transformation of American society, in that it foreshadowed the industrialization and urbanization of America. The city's resources include representative examples of the industrial, transportation, business, institutional, and residential elements of a large-scale corporate city based originally on the Waltham system of manufacturing,

which encouraged the employment of local farm girls. The Blackstone River valley represents a very different kind of industrial development. That corridor encompasses nearly 20 communities, representing the Rhode Island system of manufacturing, in which small groups of investors privately financed small-scale mill villages and employed whole families in the production of textiles.

The Salem Project can primarily enrich and broaden Lowell's interpretive story with an excellent concentration of diverse resources. Lawrence, a city in the Salem Project, is only about 11 miles from Lowell and was built by the same corporate entity, only it was constructed 20 years later. Lawrence was a cotton and wool factory town, whereas Lowell almost exclusively produced cotton. Lawrence employed a variety of skills not represented in Lowell and generally produced finer goods. The later city also still retains an exceptional number of different types of industrial housing, which are missing or not as well

Table F-3. NPS Themes Related to the Textile Industry

Theme	Represented by
XII. Business B. Manufacturing Organizations 5.Thread and Needle Industries	Blackstone River Valley National Heritage Corridor MA-RI (affiliated area) Lowell National Historical Park, MA
XVIII. Technology (Engineering and Invention) G. Industrial Production Processes	Edison National Historic Site, NJ Lowell National Historical Park, MA
XXX. American Ways of Life C. Industrial Towns E. Ethnic Communities (including Immigration)	Lowell National Historical Park, MA Boston African American National Historic Site, MA (affiliated area) Castle Clinton National Monument, NY Lowell National Historical Park, MA Maggie L. Walker National Historic Site, VA Statue of Liberty National Monument (Ellis Island), NY-NJ Touro Synagogue National Historic Site, RI (affiliated area) Tuskegee Institute National Historic Site, AL Green Springs Historic District, VA (affiliated area) Lowell National Historical Park, MA
J. Occupational and Economic Classes	

preserved in Lowell, including tenement housing, skilled mechanic worker housing, working-class family housing, and moderate-to high-income industrial employee housing.

The communities adjacent to Lawrence offer such additions as a highly planned upper-echelon corporate community including the wealthy estate of one of the owners, an entire machine shop village which produced nearly every kind of machine used in woolen manufacturing, and an excellent example of a rural textile village once owned by an entrepreneur and incorporating the principles of family company housing similar to the Rhode Island concept in the Blackstone River valley. Together, these resources illustrate the contrast between the corporate cities and the rural entrepreneur villages and their different theories on employment. Additional comparison is provided by Salem, which contains a huge textile mill complex that was powered by coal, in sharp contrast to the water-powered mills initially used in the Merrimack River valley.

NPS THEMES RELATED TO THE LEATHER INDUSTRY

The story of the development of the area's leather industries is related to the national park system themes shown in table F-4.

None of the units of the national park system or the affiliated areas focus on the leather industries. There is a gap in the system in this area, which the Salem Project resources can help fill. The Salem Project has excellent resources representing the diverse phases of the leather industry's development and the ethnic communities that the industry created. These resources include the wharves used for importing raw materials and exporting finished products, small farmer-operated shoe shops, early central period shops, later central period rows of factories, and immense prestressed concrete factories dating from the early 20th century. In addition there are excellent potential resources exemplifying worker and wealthy factory owner neighborhoods, tanneries, and canals oriented to tanneries. Although more research is

Table F-4. NPS Themes Related to the Leather Industry

Theme	Represented by
XII. Business	
B. Manufacturing Organizations	
9. Other: Leather Industry	
XVIII. Technology (Engineering and Invention)	
G. Industrial Production Processes	Edison National Historic Site, NJ Lowell National Historical Park, MA
XXX. American Ways of Life	
C. Industrial Towns	Lowell National Historical Park, MA
E. Ethnic Communities (including Immigration)	Boston African American National Historic Site, MA (affiliated area) Castle Clinton National Monument, NY Lowell National Historical Park, MA Maggie L. Walker National Historic Site, VA Statue of Liberty National Monument (Ellis Island), NY-NJ Touro Synagogue National Historic Site, RI (affiliated area) Tuskegee Institute National Historic Site, AL Green Springs Historic District, VA (affiliated area) Lowell National Historical Park, MA
J. Occupational and Economic Classes	

needed to more fully understand the Salem Project's resources related to the leather industry, it is clear that excellent resources exist that could tell an in-depth story of this industry.

NPS ARCHITECTURAL THEMES

Architecture is a separate theme of the national park system. The Salem Project resources provide excellent architectural examples from several of the themes, including

- XVI. Architecture
 - A. Colonial (1600-1730)
 - B. Georgian (1730-1820)
 - C. Federal (1780-1820)
 - D. Greek Revival (1820-1840)

These themes are represented in a number of existing national park system units; however, a park typically illustrates only one or a few outstanding examples, while the remainder of the structures may not be representative. The Salem Project cultural resources include outstanding architectural examples from all the above mentioned periods, including concentrations of residential, commercial, and industrial structures. The Salem Project includes four national historic landmarks in the Colonial style, one in the Georgian, and three in the Federal.

APPENDIX G: NATURAL AND SCENIC RESOURCE INVENTORY

The county's natural and scenic resources were inventoried to identify places that could enhance visitors' understanding of the area's history and to establish where environmental threats may exist. Analysis of natural and scenic resources for representation of national park themes and possible inclusion in the national park system was not within the scope of this study.

SALEM

Salem is situated in the New England Seaboard Lowlands. This strip of coastal land is relatively flat, but many small hills and upland areas are scattered throughout the town. Most elevations are well below the 400-foot contours, and the average elevation is below 100 feet. Land surfaces generally slope from the interior to the coast. Numerous examples of glaciation during the Pleistocene epoch of Earth's history (10,000 to 12,000 years ago) still are evident on the Salem landscape. They include eskers (ridges deposited by glacial material) and exposed bedrock with glacial grooves and scratches.

Several rivers, creeks, and wetlands drain through town. The two major drainages are the North River, which drains into Beverly Harbor, and the Forest River, which drains into Salem Harbor. The Federal Emergency Management Agency's floodplain maps show development in many areas of the 100-year floodplain. The city reports occasional flood losses during large storms when drains clog and water inundates low-lying areas.

The soils are predominantly shallow, rocky, and well-drained glacial till. Spring Pond is an area where glacial meltwater formed one of the few freshwater bodies in Salem. Thompsons Meadow is an example of a wetland formed from glacial deposits overlying a perched water table.

The town has several springs, including Cold Spring and Jeggles Spring. Most of the farmlands in Salem have been developed.

Most woodlands in Salem are second, third, and fourth growth. Species include oak, birch, hickory, and eastern white pine. White pine was an important species for early settlers, shipbuilders, and timber exporters. Scrub oak and pitch-pine are found in sandy, excessively drained areas. Upland forests are rare. Wildlife is no longer prevalent in the urban environs of Salem. Five species of Salem's plants or animals have been identified for special consideration under the Massachusetts natural heritage and endangered species program: the marbled salamander (*Ambystoma opacum*), adder's-tongue fern (*Ophioglossum vulgatum*), tiny-flowered buttercup (*Ranunculus micranthus*), and seabeach dock (*Rumex pallidus*) are listed as threatened species, and the common tern (*Sterna hirundo*) is listed as a species of special concern. No Salem species is currently included on the federal list of threatened or endangered species.

Many species of shellfish still inhabit the numerous mud flats in the area, about 31 species of fish inhabit Salem's saltwaters, and numerous aquatic and terrestrial birds occupy wetland, estuary, and river habitats. It is common to find shellfish areas closed due to water pollution. Some of the large tidal mud flats in Collins Cove and adjacent to the Derby Wharf area of Salem Maritime National Historic Park are closed because of pollution problems. According to the Massachusetts Coastal Zone Management Program (MCZM) and the Massachusetts Audubon Society's Harbor Monitoring Program, the harbor is polluted by sewage, bacteria, high nutrient content, and heavy metals, especially bromium. Both Salem and Beverly harbors are classified as designated port areas under MCZM policies. Port status reserves both filled and flowed tidelands exclusively for uses that are either maritime

industrial or do not significantly diminish future maritime industrial capacity.

Efforts to protect and enhance Salem's natural resources are shared by a variety of local, state, and private groups. For example, the Massachusetts Coastal Zone Management Program helps resolve conflicts, establishes priorities for planning and use of coastal resources, and utilizes various state laws to protect or assist in managing coastal areas. One approach to resource enhancement and monitoring is the Massachusetts Audubon Society's harbor monitoring program. Many volunteers sample baseline water quality parameters at several sites along the coast from Cape Ann to Boston. Salem Maritime National Historic Site is one monitoring station for this project.

ESSEX COUNTY

General

Essex County is considered to be in a mature stage of topographic development, meaning much of the land is eroded. Average elevations do not exceed 200 feet. Evidence of the Pleistocene glaciation that occurred in this area 12,000-10,000 years ago can be seen throughout the county. Kames (terraces of glacial till), eskers (ridgelines formed from deposits of glacial material), drumlins (hills formed from accumulations of glacial till), and even the numerous wetlands and lakes are all direct examples of the work of glaciers. Large drumlins rising to 500 feet are scattered throughout many areas, especially near West Newbury and in the northern portion of the county. The soils throughout the county are generally shallow, rocky, gently sloping and well-drained loams formed in glacial till. Areas of rock outcrop are common.

Essex County's climate is generally moderated by the proximity of the Atlantic Ocean, although wintertime northeasters occasionally cause severe damage. Summer

temperatures average about 70 degrees Fahrenheit, and winter temperatures range from the upper 20s to the 30s. Forty inches of rain and 65 inches of snow are considered normal.

The Massachusetts Natural Heritage and Endangered Species Program and the U.S. Fish and Wildlife Service have compiled a list of rare, threatened, endangered, and special concern species for the county. Of the 48 plant species on the state list, the small whorled pogonia (*Isotria medeoloides*) is the only federally endangered plant species found in the county. A list of 38 animal species includes three that are federally endangered, including the bald eagle (*Haliaeetus leucocephalus*), found wintering along the Merrimack River, short-nosed sturgeon (*Acipenser brevirostrum*), and roseate tern (*Sterna dougallii*). Piping plovers (*Charadrius melodus*) are listed as a federally threatened species. The roseate tern is very rare and has not nested in the county for many years. Least terns (*Sterna albifrons*) are a state listed species of special concern and can be found along portions of Essex County's coastline. For example, in 1988 185 pairs of nesting least terns were found at the Richard T. Crane Jr. Memorial Reservation near Ipswich, one of highest concentrations in the state.

Essex County, like many areas in the northeastern United States, is facing an increase in the reported cases of Lyme disease. Lyme disease is caused by a bacterium transmitted by a certain species of tick commonly known as deer ticks. Portions of Essex County, especially areas near Ipswich, have very high occurrences of the disease reported to local health officials. Lyme disease has flu- and meningitis-like symptoms, but is treatable with antibiotics at any stage. The earlier it is reported, the easier it is to treat. Untreated, the disease can cause serious health problems throughout a person's life. Public health officials believe that public information about the disease, including tips for prevention and symptoms, should be

available as much as possible at trailheads and park information centers.

The Coastal Zone and Marine Environment

Massachusetts' active coastal zone management program was the first state effort on the East Coast, and the fourth in the nation, to receive federal approval in 1978. Although not a regulatory agency, it coordinates and sets policy for the protection of resources and management of development within the coastal zone. MCZM has a North Shore office in Gloucester. Two important state laws used to regulate development of wetlands are the Wetlands Protection Act and the Wetlands Restriction Act. Other pertinent state laws include the Ocean Sanctuary Act of 1970, which established the North Shore and South Essex ocean sanctuaries. Essex County has two areas designated by the state as areas of critical environmental concern (ACEC): the Parker River/Essex Bay area and portions of the Rumney Marshes, designated in September 1988. Through such designations, the state helps protect areas that are not necessarily state owned by requiring special regulatory and public review for development and other projects within their boundaries.

Parker River/Essex Bay Area of Critical Environmental Concern. The Parker River/Essex Bay area comprises a 23,793-acre barrier beach, dune, saltmarsh, and marine system. It contains the largest area of salt marsh (10,000 acres) north of Long Island, New York. The area also contains Plum Island and Castle Neck, which are two of the ten large, undeveloped barrier beaches left in the state, and two wildlife refuges, the Parker River National Wildlife Refuge, and the Trustees of Reservations' Cornelius and Miné S. Crane Wildlife Refuge. The Parker River Refuge is nationally known for its importance as a stopover along the Atlantic Flyway, a major bird migration route. Sixty species of birds breed here, and over 300 species have been sighted. During peak fall and spring

migrations up to 25,000 ducks and 6,000 Canadian geese have been observed. More than 490 species of vascular plants have been recorded. The Parker River/Essex River area also supports vast amounts of shellfish and some of the largest runs of alewives and smelt (two anadromous fish species) on the North Shore. Except for the Ipswich River flats, which are closed because of pollution, the soft shell clam flats there are rated as having "water of the highest purity" and are some of the richest on the East Coast. Essex and Ipswich clams are renowned throughout the world for their quality and they are traditionally a strong draw for tourists to these communities.

The sand dune and marsh areas within the area protect the interior lowlands against natural coastal hazards by absorbing large quantities of water and acting as a barrier to wind and beach erosion. The marshlands also contribute substantially to the ocean food chain.

This area has been recognized by the state as being highly scenic. Outdoor recreation opportunities abound. Visitors can enjoy Cranes Beach, a popular long sandy beach within the Trustees of Reservations' Richard T. Crane Jr. Memorial Reservation developed with parking and visitor facilities and programs. This beach can get crowded. Sandy Point State Reservation on the tip of Plum Island and the Parker National Wildlife Refuge offer excellent opportunities for bird watching, hiking, nature study, and beach activities. Interpretive programs are available at both areas. Parking is limited at the wildlife refuge. Farther north, Salisbury Beach State Reservation is another long sandy beach area that also attracts large crowds on some weekends and during special events. Nearby recreational attractions include an amusement park.

Also in the Parker River/Essex Bay vicinity canoeists and boaters can enjoy exploring the islands that make up the Cornelius and Miné

S. Crane Wildlife Refuge. The Trustees of Reservations manage this rich array of marshlands, forested islands, and trails. Access is by private boat only. Hikers can enjoy the island trails.

According to the report *The Natural and Cultural History of Plum Island*, perhaps the most important cultural phase of this unique area was the salt marsh haying that lasted 300 years from 1635 to 1935. The hay was a rich source of feed before the introduction of different English grasses later on. Salt marsh haying can still be seen in small areas of Newbury and Rowley. The Old Town Hill Reservation, owned by the Trustees of Reservations, is one place open to the public where salt marsh haying is still done. A glacial drumlin offers scenic views of the property's open fields.

Rumney Marsh Area of Critical Environmental Concern. Rumney Marsh has been described by the U.S. Fish and Wildlife Service as "one of the most biologically significant estuaries in Massachusetts north of Boston." It is a rich food source for wildlife and fish species and attracts large numbers of wintering waterfowl annually. The area is considered unique because of its important contribution to the ecosystem while being surrounded by intensive development and urban pressures.

Cape Ann. Cape Ann, once a mountain, is today a granite peninsula jutting into the Atlantic Ocean, noted for its rocky shoreline and fishing villages. Gloucester is the North Shore's fishing and fish processing capital. There are rich fisheries in the Stellwagen and Platt banks off Cape Ann, and the rocky coastline is one of a variety of habitats that provide breeding and maturation areas for the American lobster. The rocky shoreline also offers dramatic scenery and recreational pursuits such as tidepooling and hiking. Some interesting examples of large glacial erratic boulders, some 30 feet in diameter, are found on the cape. Cape Ann's majestic rocky

shoreline dominates the scene at Halibut Point State Reservation near Rockport, managed by the state and the Trustees of Reservations. This park offers spectacular ocean views from a rocky headland to New Hampshire, good examples of tidepools, and historic resources, such as a water-filled quarry.

The center of Cape Ann is occupied by the Dogtown Commons area, managed by the city of Gloucester. According to the *Final Report of the Dogtown Steering Committee* submitted to the mayor of Gloucester in 1985, Dogtown is today a 3,000-acre open space area with grasslands, heathlands, forest, and swamps. Historically the area supported small settlements, which today are evident only as cellar holes, foundations, and legends. The scenic values in this area are tremendous, with thick forests opening to fields, lakes, and ponds. The Dogtown area potentially offers opportunities for a variety of passive recreational pursuits, such as hiking, nature study, and berry picking. However, the area's natural character and its natural and cultural resources are seriously threatened by adjacent private land development, vandalism, trash, abandoned vehicles, and general neglect. Further management is needed to restore damaged areas and to maintain the quality of existing resources while providing for use of the area for recreation.

River Environments

Merrimack River. The Merrimack River has the fourth largest drainage basin in New England (5,010 square miles). About one-fourth of this basin is in Massachusetts, most of that in Essex County. For about 55 miles, the river flows through dense industrial and maritime cities like Lawrence, Haverhill, and Newburyport. Scenes along this portion of the river vary from historic remains of large-scale industrialization to quaint New England villages. But the Merrimack has miles of wooded and natural shoreline as well, offering tremendous recreational

opportunities and valuable wildlife habitat, including winter habitat for the federally endangered bald eagle and spawning habitat for Atlantic salmon.

The close interrelationships between nature and man are visually expressed by the cities, farms, and villages lining this river, which has historically been one of the region's major sources of water and power. For thousands of years, the Merrimack was home to native Americans that settled along its banks. In the 19th century, it became one of the most renowned waterpower streams for the mills of the industrial cities along its shores. In 1886 the *Lowell Sun* stated that the Merrimack was one of the "most noted water-power streams in the world....with more power utilized than any other stream in America of equal size."

The *Merrimack Greenway Plan*, produced by the Merrimack River Watershed Council, is designed to be a balanced and workable plan for the future protection, development and use of the Merrimack River and its adjacent shoreline. The plan states that the Merrimack, once very polluted from sewage and industrial effluent, is today a rediscovered resource thanks to state and federal water quality programs. This rediscovery, however, can cause new problems as cities turn to the river for drinking water, as developers buy up prime shoreline for residential, commercial and industrial uses, and as demands increase for recreational activities like canoeing and fishing. The greenway plan focuses on the themes of greenway development, farmland preservation, wildlife habitat preservation, and urban and recreational development.

The section of the Merrimack River flowing through Essex County does not meet the minimum requirements for listing on the Nationwide River Inventory maintained by the National Park Service, which would be the first step toward further study for possible inclusion in the national wild and scenic rivers system. The criteria for listing on the inventory and for inclusion in the national

river system were established pursuant to the National Wild and Scenic Rivers Act (PL 90-542). Some rivers in Essex County do meet the criteria for listing on the inventory. These rivers, discussed below, can qualify for assistance from the National Park Service through the state and local river conservation assistance program.

Ipswich River. The Ipswich River crosses the south-central portion of the county from west to east, draining large interior areas. In recent years, the tidal portion of this river has been very polluted, resulting in the closure of extensive shellfish beds. The Ipswich upstream from the tidal area is a popular river for boating, especially canoeing. One of the more pristine areas is Wenham Swamp, a part of the Massachusetts Audubon Society's Ipswich River Wildlife Sanctuary. The sanctuary has many stands of trees, including oaks and maples. Within the area over 221 species of birds have been noted, 74 of which are rare. Mammals that may be found include muskrat, red fox, otter, and deer. This is a popular area to visit and offers an opportunity for interpretation of wetlands, forest areas, and their environments. The Ipswich River is listed on the NPS Nationwide River Inventory. The 14-mile segment on the list goes between Bradley Palmer State Park to the city of Peabody. This segment of the Ipswich meets the undeveloped and natural criteria required for the listing. Near the mouth of the Ipswich is Fox Creek, the oldest tidewater canal in the United States. Much of it has filled in and changed, but it is possible to go from the Ipswich to Castle Neck River via Fox Creek.

Parker, Plum Island, and Rowley Rivers. The Parker, Plum Island, and Rowley rivers drain into the Plum Island Sound and estuary area. The Plum Island River connects the Parker and Merrimack. The Parker is noted as one of the cleanest tidal rivers in the northeastern United States, and the Plum Island River also is pristine. A river segment including 8 miles on the Parker (from the

I-95 bridge to the confluence with the Plum Island) and 2 miles on the Plum Island (to its confluence with Little Pine Creek below Newburyport) is included on the NPS Nationwide Rivers Inventory. These sections are noted for outstanding values related to wildlife, botanic corridors, and a "unique natural inland waterway which connects the Atlantic Coast to the culturally significant Merrimack River, creating unique opportunities for a water trail system." According to the *Parker River Management Plan*, farmlands are disappearing fast along the river, and the area faces unprecedented growth in the next 25 years. Access to the Parker is difficult, and it is not widely known as a recreation area. Local communities and the state are concerned about promoting heavy use and development without planning ahead to mitigate the impacts from increased tourism.

Unlike the Parker, the Rowley is known for swimming and boating. The state *Coastal Zone Management Atlas* identifies the Rowley as one of the cleanest rivers north of Boston.

Essex and Saugus Rivers. Other significant county river systems include the Essex River, with hundreds of acres of good clamming tidal flats, and portions of the Saugus River, which boasts one of the largest marsh areas left in the Boston suburban area.

Mixed Forest/Freshwater Wetland Environments

The county's inland vegetation, representative of the oak/hickory forest association, is transitional between northern and southern species with mixed hardwoods and conifers as the dominant trees. Because most of the county has been settled and farmed for many years, extensive forests are uncommon. Most forested areas today are second, third, and fourth growth stands. The transitional characteristics of the county make it an area of rich natural diversity. Oak forest predominates, but the northern hardwoods are

common as well. White pine, pitch pine, hemlock, and red-cedar are common. Black spruce stands can be found on Hog Island, but are uncommon throughout the rest of the county. Atlantic white cedar can be found in sphagnum bogs and swamps. Five native birches and nine species of maples are represented. The most common hickory in the county is shagbark, although others may be occasional. Butternuts, white and red ash, and black and choke cherry are common species throughout the county. One species found near Gloucester, laurel-magnolia, is a more southern species not found again north of New York.

The white pine, found in many areas throughout the county, was historically important to both the colonists and the King of England. Prized for its building capabilities, it was also a perfect wood to use as masts on sailing vessels. One source of irritation for the colonists began in 1688 when the king declared that all suitable white pines 24 inches in diameter and greater were to be stamped with an arrow and saved for English uses. Apparently the order was obeyed, as 24-inch planks of pine are hard to find in homes built during that period.

Forests and open areas provide habitat for skunk, fox, opossum, mink, beaver, red squirrels, some deer, raccoons, and porcupines.

Inland Reservations. Some areas of the county are reserved as open space by the Essex County Greenbelt Association, the Trustees of Reservations, and similar groups. The state also has four large reservations of mostly wooded land: Boxford State Forest (780 acres), Harold Parker State Forest (3,100 acres), Willowdale/Bradley Palmer State Forest (3,121 acres), and Georgetown-Rowley State Forest (1,112 acres). Of these areas, the Harold Parker offers interpretive programs during the busy season. Boxford State Forest was once an old CCC camp and today boasts many tree stands of mostly northern hardwoods and white pine planted by CCC

crews. Other areas open to the public offer tours of historic homes and landscaped gardens. The Trustees' Ward Reservation is a large drumlin area with hiking trails. This location is the highest point in Essex County, offering excellent views as far as Boston.

Agassiz Rock. Located near Manchester, Agassiz Rock Reservation is owned by the Trustees of Reservations. According to the National Park Service report on potential natural landmarks for the New England-Adirondack region, the site is a potential national natural landmark for glacial geology. The site is a wooded area with small wetlands and large glacial erratics. The Agassiz Rock site reportedly was first examined by the great geologist Louis Agassiz, and the site helped contribute to his development of the idea of continental glaciation.

Lynnfield Marsh. Lynnfield marsh, near the Lynnfield town line on the border between Essex and Middlesex counties, is a national natural landmark. Much of the marsh is in private and municipal ownership. The *Federal Register* (Vol. 48, No. 41) states the marsh preserves habitat for many bird species and serves as a breeding ground for the king rail and least bittern, which are two rare species in the region. Lynnfield marsh is surrounded by office complexes, apartment buildings, hotels, and residential neighborhoods. Although a highly valuable ecological site, it is threatened by surrounding development. There is one trail through the marsh, but extensive recreational use is not recommended because of the sensitivity of the resources.

Lynn Woods. Lynn Woods is a 2,200-acre city park in the city of Lynn that ranks as one of the largest city parks in the United States and by far the largest in the region. The park contains tree-covered hills, open summits, and reservoirs with many trails and overlooks. Unfortunately, Lynn Woods has experienced a great deal of vandalism, litter, and general neglect and needs considerable work to

maintain and restore its resources and to clean up dump sites and broken glass. This island of open space in the urbanized area of Lynn has great recreational potential for visitors and residents.

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CAROLYN K. TOLLES

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STUDY TEAM AND CONTACTS

STUDY TEAM

Ann Moss, Team Captain/Landscape Architect, National Park Service (NPS), Denver Service Center (DSC)

Michael Spratt, Planning Director for the Salem Project, NPS, DSC, stationed at Salem Maritime National Historic Site

Jerry Greene, Section Chief, NPS, DSC

Linda Greene, Historian, NPS, DSC

Chris Jones, Historical Architect, NPS, DSC

Dana Linck, Archeologist, Applied Archeology, Rockville, Maryland

Mike Reynolds, Natural Resource Planner, NPS, DSC

Cliff Soubier, Interpretive Planner, Harpers Ferry, West Virginia

Whit Watkins, Planner, NPS, DSC

CONTACTS

A.C. Cruise Line (Boston)

Amesbury Chamber of Commerce
Scott Ackerly, Director

Amesbury Historical Commission
Milton Kray, Chairman

Andover Historical Society
Charlotte Smith, Director Curator
Barbara Thibault, Director of Education

Audubon Society, North Shore
Leslie Rowse, Biologist

Barnegat Transportation
Mike Mentuck, Jr., President

Beverly Historical Society
Daniel Hoisington, Former Director

Blackstone River Valley National Heritage Corridor Commission
Robert Billington, Member, President of Blackstone Valley Tourism Council

Bradford College, Bradford, Massachusetts
Patricia O'Malley, Associate Professor of History

Cape Ann Historical Association
Martha Oakes, Curator

Danvers Historical Society
Joan Reedy, Curator

Desmond Yacht Tours (Beverly, Massachusetts)
Paula Rowe, Tour Information

Essex County Greenbelt Association
James S. MacDougall, Land Manager

Essex County Planning Department
Thomas O'Leary, Former Director, County Planning, Salem

Essex Institute
Anne Farnam, Executive Director

Essex Shipbuilding Museum
Diana Stockton, Museum Administrator

Federal Emergency Management Agency (Baltimore)

Hawthorne Associates
Christine B. Sullivan, President

Gloucester Community Development Department
Peter Phillips, Director

Gloucester Sightseeing Cruises
Beryl Douglass

Haverhill Historical Society

Carolyn Singer, Director

Haverhill Public Library

Howard Curtis, Director

Hawthorne Tours

Hilda Ray, Tour Director

Historic Salem, Inc.

William Guenther, President

Historic Tours (Bay Colony, Boston)

Historical Society of Old Newbury

Susanne Simons, Curator

House of Seven Gables

Edith Harmon, Executive Director

David Goss, Museum Director

Ipswich Historical Commission

Mary Conley, Chairman

Lynn Historical Society

Kenneth Turino, Director

Lynn Parks and Recreation Department

Bob Harris, Assistant Superintendent of Parks

Lenny Kerivan, Chief of Park Maintenance

Manchester Historical Society

Sally Loring, President

Marblehead Historical Commission

Betty Hunt, Executive Secretary, Executive

Director of Marblehead Historical Society

Bowden Osborne, Member

Massachusetts Audubon Society, North Shore

Robert Buchsbaum, Coastal Ecologist

Massachusetts Bay Transit Authority

Mark Ganard, Transit Planner

Massachusetts Coastal Management Zone

Fara Courtney, Coordinator, North Shore Office

Massachusetts Department of Environmental Management, Division of Planning and Development

Thomas Dyer, Director, Massachusetts Heritage Park Program

Cassie Thomas, Scenic Resource Planner

Linda Merrill, Former Project Coordinator, Lynn Heritage State Park

Diane Haynes, Planner, Lawrence Planning Department

Massachusetts Department of Fisheries, Wildlife & Environmental Law Enforcement

Maria VanDusen, Coordinator,

Adopt-A-Stream Program; Board of Directors, Essex County Greenbelt Association

Julie Richburg, Conservation Intern, Natural Heritage and Endangered Species Program, Division of Fisheries and Wildlife

Massachusetts Historical Commission

James Bradley, Director, Division of Preservation Planning

Merrimack River Watershed Council

Peter Laigne, Director

Merrimack Queen River Boat Cruises

Captain "Red" Slavitt

Merrimack Valley Planning Commission

Gaylord Burke, Executive Director

Alan MacIntosh, Environmental Program Manager

Metropolitan Area Planning Council

David Soule, Executive Director

Dan Fortier, Chief Transportation Planner

Methuen Historical Commission

Daniel W. Gagnon, Commission Member, Registrar of Methuen Museum

Museum of American Textile History

Thomas Levitt, Director
Larry Gross, Chief Curator

National Park Service

Frank Ackerman, Chief of Interpretation,
Cape Cod National Seashore
Priscilla Baker, Assistant to the Director for
Tourism, Washington Office
Charles Clapper, Associate Regional Director,
Planning and Resource Preservation,
North Atlantic Regional Office
Sheila Cook-Kayser, Chief of Interpretation,
Salem Maritime National Historic Site
John Dolan, Transportation Engineer, Denver
Service Center Professional Support
Division
John Frayler, Park Historian, Salem Maritime
National Historical Park
Larry Gahl, Deputy Superintendent, Lowell
National Historical Park
Denis Galvin, Associate Director for Planning
and Development, Washington Office
Steve Golden, Outdoor Recreation Planner,
North Atlantic Regional Office, Boston
Michelle Juckes, Ranger, Roger Williams
National Memorial
David Kayser, Park Curator, Salem Maritime
National Historical Park
Peter La Chapelle, Chief of Visitor Services,
Salem Maritime National Historic Site
Peggy Lipson, Program Analyst, Washington
Office
James Pepper, Executive Director, Blackstone
River Valley National Heritage Corridor
Cynthia Pollack, Superintendent, Salem
Maritime National Historical Park
George Price, Chief of Interpretation, Lowell
National Historical Park
Douglas Reynolds, Historian, Blackstone
River Valley National Heritage Corridor
Jerry Rogers, Associate Director of Cultural
Resources, Washington Office
Terry Savage, Chief Planning and Design
Division, North Atlantic Region, Boston
Gary Waggoner, Botanist, Geographic
Information Systems Division,
Washington Office

Newburyport Historical Commission
D'Arcy Van Bokkelen, Former Chairman

North Andover Historical Society
Joan McElwain, Administrative Assistant
Carol Machado, Director

**North of Boston Tourist Council, North
Shore**
Westin Boer, Director

**Peabody Community Development and
Planning Department**
Judy Otto, Acting Director for Planning

Peabody Museum of Salem
Peter Fetchko, Executive Director

Rockport Historical Commission
Laura Phillips, Member

Rowley Historic District Commission
William Chamberlain, Chairman
Doris Fyrberg, Secretary

Salem
Anthony Salvo, Mayor

Salem Chamber of Commerce
Joan Gormalley, Executive Director

Salem City Council
Neil Harrington, Council Member

Salem Harbormasters
Bob Cahill, Salem Harbormaster

Salem Planning Department
Bill Luster, Planner
David McDonald, Planner
Sam Healy, Former Historical Planner

Salem Historical Commission
Annie C. Harris, Chairman

The Salem Partnership

Maureen Johnson, Former Executive Director
Stanley J. Julowski, President
Thomas M. Leonard, Vice President
John R. Serafini, Sr., Clerk
Maura Smith, Executive Director
Board of Directors

Salem State College

John Fox, Professor of History
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External Affairs and Development
Peter Mazareas, Associate Professor
William Thompson, Professor of History
Henry Stenberg, Chairman, History Department
Patrica Zaido, Coordinator/Creative and
Performing Arts

Salem Trolley Corporation

Ann Downey, President

Salem Witch Museum

Bruce Michaud, Curator

**Society for Preservation of New England
Antiquities (SPNEA)**

Lynn Spencer, Director of Special Projects
Carol Sampson, Secretary to Stewardship
Department

**Southeast Advertising (New Bedford,
Massachusetts)**

**The Trustees of Reservations (Beverly,
Massachusetts)**

Robert Deblinger, Associate Director for
Natural Science
Eloise Hodges, Deputy Director for Public
Information

Topsfield Historic District Commission

Marcia M. Cini, Chairman

Topsfield Historical Commission

Ruth Brandes, Member
Norm Isler, Member

Topsfield Historical Society

Norm Isler, President

**University of Massachusetts, Cartographic
Information Research (Amherst)**

Dennis Swartwout, Director

**U.S. Fish and Wildlife Service, Parker
River National Wildlife Refuge**

**U.S. Geological Survey, National
Cartographic Information Center (Denver)**



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural and cultural resources. This includes fostering wise use of our land and water resources, protecting our fish and wildlife, preserving the environmental and cultural values of our national parks and historical places, and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people. The department also promotes the goals of the Take Pride in America campaign by encouraging stewardship and citizen responsibility for the public lands and promoting citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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