



Pioneer Village Living History Museum and Visitor's Center

Oudens Ello Architecture
Public Archaeology Laboratory
Structures North
Object IDEA
ConsultEcon

Salem Historic Commission
July 19, 2023

18 Month Demo Delay (January 19, 2022- July 19, 2023)

February 2023 Historic Commission Meeting:

Camp Naumkeag Structures

- Structural assessment
- Options for restoration and re-use of one cabin

Pioneer Village

- Massachusetts Historic Commission Consultation
- Secretary of the Interior's Guidelines for Flood Adaptation
- Structural assessment and moving recommendations
- Environmental threat in current and proposed locations
- Examples of relocated historic buildings
- Parking and pedestrian circulation at new site

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Tonight's Meeting:

- Cost for Restoration of Camp Naumkeag Cabin and Decision on Whether to Re-use

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- Environmental threat in current and proposed locations
- Examples of relocated historic buildings
- Parking and pedestrian circulation at new site

- Business and Operations Plan (ConsultEcon)
- Interpretive Plan (ObjectIdea)

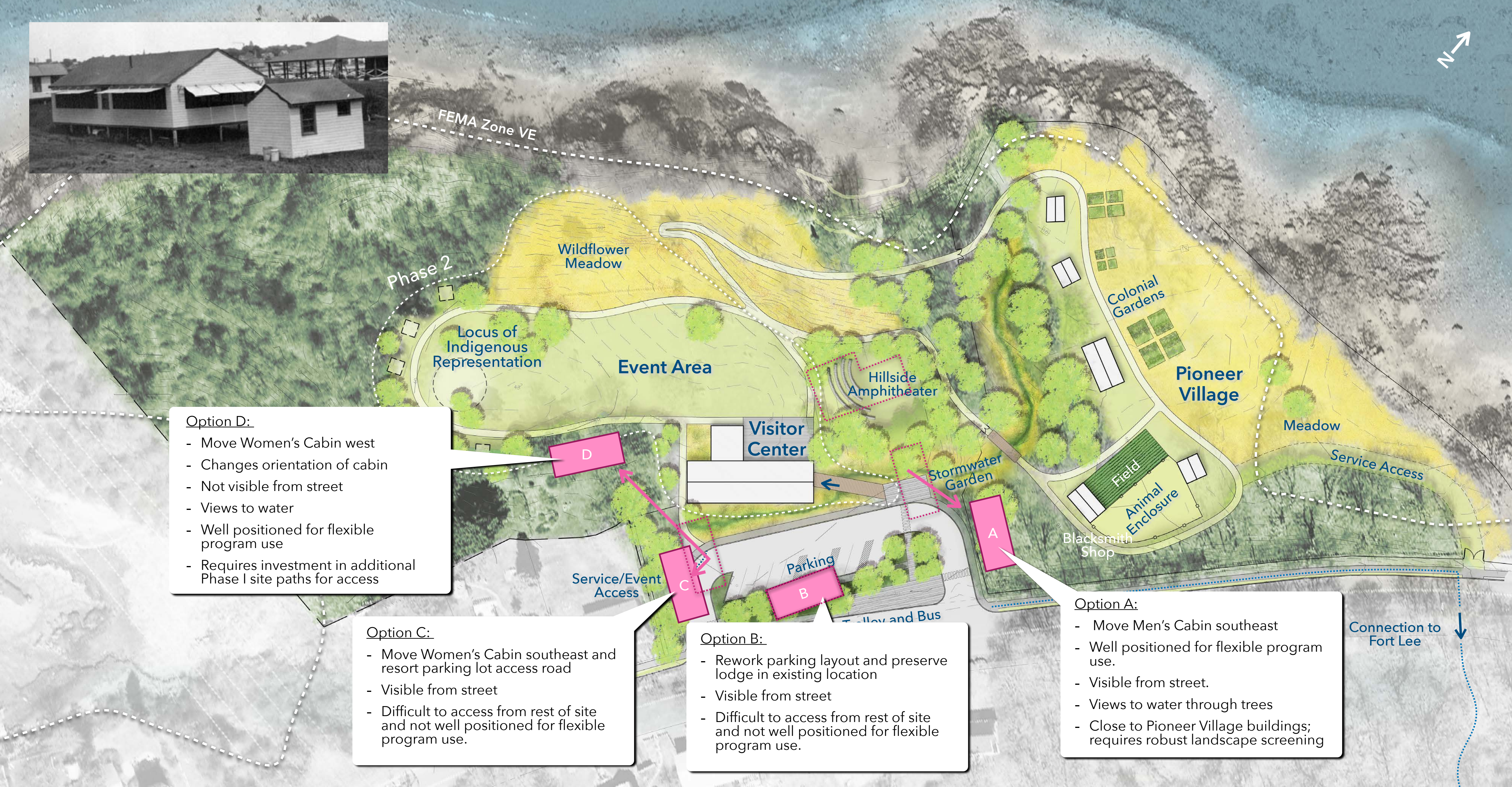
Camp Naumkeag Structures

- Possible Reuse of Existing Building
- Moving and Restoration Cost of Camp Naumkeag Cabin
- Photographic Documentation and Demolition Plan

Pioneer Village

- Interpretive Plan for Pioneer Village
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Option D:

- Move Women's Cabin west
- Changes orientation of cabin
- Not visible from street
- Views to water
- Well positioned for flexible program use
- Requires investment in additional Phase I site paths for access

Option C:

- Move Women's Cabin southeast and resort parking lot access road
- Visible from street
- Difficult to access from rest of site and not well positioned for flexible program use.

Option B:

- Rework parking layout and preserve lodge in existing location
- Visible from street
- Difficult to access from rest of site and not well positioned for flexible program use.

Option A:

- Move Men's Cabin southeast
- Well positioned for flexible program use.
- Visible from street.
- Views to water through trees
- Close to Pioneer Village buildings; requires robust landscape screening



- Selective demolition including interior partitions, plumbing, electrical, asphalt shingle roof
- Excavation for new footings and site preparation
- Structural
 - Footings and foundation posts
 - Repair and replacement of roof trusses
 - Addition of hurricane tie downs
 - Repairs to existing wall framing
- Moving structure from existing location onto new foundations
- Exterior enclosure repairs
 - New asphalt roof and flashing
 - Replace or repair damaged, rotted or missing cladding
 - New exterior door and hardware
 - Restoration of all exterior shutters to operable condition
- Painting and sanding/sealing wood floor
- Electrical
 - Service panel and feeder
 - Wiring, lighting, switches and outlets
 - Fire alarm and data

Total Direct Cost		\$244,000.00
General Conditions	10.0%	\$24,400.00
Overhead and Profit	8.0%	\$19,520.00
P&P Bond	1.5%	\$3,660.00
Estimating Contingency	20.0%	\$48,800.00
Escalation (2024)	12.0%	\$29,280.00
TOTAL CONSTRUCTION COST		\$369,660.00

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THE PLAN

Interpreting the History of Pioneer Village

The story of Pioneer Village as an attraction is laden with history and nostalgia. The most fitting interpretive framework for the Village is to reveal this multidimensionality – its roles as a theatrical set, living history museum, seaside attraction, symbol, movie set, educational venue, etc. – and to be honest with the public about its stories and controversies that have evolved over time.

The vision for a new and improved Village at Naumkeag includes improved support infrastructure, more robust programming, additional staffing, and complimentary interpretive resources including a Visitor Center. The goal of the project in totality is to create a Cultural Precinct where the village (adjacent to Fort Lee) and a Massachusetts cultural site all work together to interpret the intersection of people and the environment in Salem.

The Village structures are planned to be moved and re-erected in their historic relative configuration (as the structures related to each other at Forest River Park)

and with accuracy toward their adjacency to the ocean. Some aspects of the original clearing can be restored at Naumkeag to expand the gardening program and implement an animal husbandry program. These kinds of programs were not possible under the heavily forested conditions at Forest River.

Phase One: Interpretation at Naumkeag (see site plan, right)

1. Trailhead Signage greets visitors arriving from Winter Island and provides way-finding and orientation to the attraction (hours, mission, fees, and features, etc.)

2. Site History Exhibition provides an overview of the occupation and uses of Naumkeag. Using photos and text this outdoor exhibition speaks to Native peoples' deep history, European settlement, and the heydays of the TB and youth camping operations. It is located at the ticket threshold.

3. Village Interpretation is achieved through a series of wayside graphic panels.



THE PLAN

Phase Two: Interpretation at Naumkeag
(see site plan, right)

- 1. Trailhead Signage** greets visitors arriving from Winter Island and provides way-finding and orientation to the attraction (hours, mission, fees, and features, etc.)
- 2. Visitor Center Exhibitions** provide an overview of the occupation and uses of Naumkeag. Using photos, text, and objects this indoor exhibition speaks to Native peoples’ deep history on the north shore, European settlement, and the heydays of the tuberculosis and youth camping operations. The Visitor Center includes both permanent and changing exhibitions and community gathering space.
- 3. Village Interpretation** is achieved through a series of understated wayside graphic panels. These panels address historic native and settler use of the Salem coastal environment including food sources, gardening and domestic animal husbandry, weather, trade operations, governance, and (for the Massachusetts Tribe) dispossession of land and home.

- 4. The Locus of Indigenous Representation** is the site for future interpretation of historic and contemporary Native People. It is with intent that the site for this is not located in the village proper so that programming is not limited to locations withing the context of the historically themed attraction and the nomadic population was forever on the move. Interpretive messages and techniques will be identified in collaboration with representatives of the Masschusett Tribe.
- 5. A Restored Native Landscape** is interpreted with a series of wayside graphic markers that share indigenous knowledge of local flora and fauna.



Pioneer Village Business Plan

- Completed by ConsultEcon, Inc. from July 2022 - June 2023
- Specialize strategic business advisory services to clients in the fields of museums, visitor attractions, and heritage tourism

Includes:

- Summary of Project Goals
- Evaluation of Current and Relocation Sites
- Vision for the Future The Village
- Evaluation of Market
- Analysis of Current Operating Profile
- Business Plan for Relocated Village
- Economic Sustainability of Relocated Village

Summary of Current Operations

- Operating Season: June - October.
- Operating Hours: Saturdays and Sundays from 12:00pm - 4:00 pm.
- Visitors typically stay for thirty minutes.

They are interested in seeing the house from the film, Hocus Pocus. Visitors typically take pictures at the house and then explore the rest of the Village.

Fiscal year 2022 Attendance (July 2021 to June 2022)

- Total Visitors: 10,000.
- 7,000 visitors took self-guided tours during normal operating hours.
- Evening, October events accounted for 3,000 visitors in FY 2022.

Fiscal year 2023 Attendance (July 2022 to June 2023)

- Total Visitors: 16,200.
- 12,200 visitors took self-guided tours during normal operating hours.
- Evening events in October accounted for 4,000 visitors in FY 2023.

Operating Opportunities at Relocated Site

- Expanded operating season (April - Thanksgiving Weekend)
- Expand operations to 7 days per week Summer through October with weekends only in Spring and November
- Increased ticket pricing
- Increase visitor length of stay to 45+ minutes
- Capacity to host more and larger events
- Significantly increase attendance (target 28,000 per year)
- Increase earned revenues from ticket sales and retail

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