



# **CITY OF SALEM, MA**

## **FISCAL YEAR 2024 COMMUNITY PRESERVATION PLAN & FY23 ANNUAL REPORT**

**November 2023**

*Community Preservation Committee*

**Table of Contents**

Introduction	1
I. The Community Preservation Act in Salem	1
A. Overview	1
B. Understanding the Property Tax Surcharge in Salem	1
C. The Community Preservation Committee	2
D. The Role of the CPC	2
E. The Role of the City Council	3
F. Community Education and Outreach	3
G. Fiscal Year Explanation of Tasks	4
H. Community Preservation Fund Allowable Spending Purposes	4
II. FY23 Annual Report	7
A. FY23 Funding Awards	7
B. State Reporting	8
C. Status of Projects	8
III. FY24 Funding & Timing	14
A. Financial Forecast	14
B. Proposed Timeline	16
IV. Application Process Overview	17
A. Step 1: Determination of Eligibility	18
B. Step 2: Funding Round	18
C. Step 3: City Council Recommendation and Vote	18
D. Step 4: Funding Awards	19
E. Additional Information	19
V. Community Preservation Needs, Possibilities and Resources	23
A. Evaluation Criteria	23
B. Category Specific Information	27
C. Plans, Studies and Other Public Documents	36
Appendix	
• CP-1, CP-2 and excerpts from CP-3 annual reports	
• City of Salem Code of Ordinances Section I. Chapter 2, Article IV. Division 15. Community Preservation Committee	
• Secretary of the Interior’s Standards for Rehabilitation	
• Determination of Eligibility Application	
• Funding Application	

***FY24 Community Preservation Plan  
The Community Preservation Act in Salem***

---

**Introduction**

Salem’s Community Preservation Plan serves a dual purpose. It provides the public with an overview of CPA in Salem and looks at Salem’s community preservation needs, possibilities, and resources. In addition, it serves as an annual report – summarizing the status of funded projects and including copies of required State reports.

**I. The Community Preservation Act in Salem**

**A. Overview**

The Community Preservation Act (CPA) is a [Massachusetts state law \(M.G.L. Chapter 44B\)](#) passed in 2000. It enables adopting communities to raise funds and establish a local dedicated pool of funds for the purpose of undertaking open space, historic preservation, outdoor recreation, and community housing projects.

CPA is financed by a voter-approved property tax surcharge along with matching funds from the statewide CPA Trust Fund. The CPA Trust Fund provides annual matching funds, distributed according to a formula that ranges from 5% to 100% of what is raised locally. Recording fees at the State’s Registries of Deeds fund the CPA Trust Fund, along with any additionally authorized funding sources, such as funds from the State’s budget surplus.

CPA was adopted by Salem voters in November 2012.

**B. Understanding the Property Tax Surcharge in Salem**

The CPA surcharge is paid by residential and commercial property owners annually (included in real estate tax bills). The first \$100,000 of taxable value is exempt. On the remaining value’s assessed property tax, the City of Salem levies a surcharge of 1%.

The 1% surcharge is calculated as follows (using an assessed valuation of \$300,000 as an example and based on the City of Salem’s FY23 tax rate):

The annual tax rate is (\$12.51 residential, \$26.31 commercial) per \$1000 of the property assessment ( $A \div \$1000 \times \$12.51 = C$ ). The CPA exempts \$100,000 ( $A - D = E$ ). The tax rate is applied to the CPA Taxable Value ( $E \div \$1000 \times \$12.51 = F$ ). The surcharge is 1% of the CPA Tax Basis ( $F \times 1\% = G$ ).  $C + G = H$  (the total year’s bill).

The surcharge is divided equally per quarterly bill (e.g.  $\$25.02 = \$6.26$  per quarter). A Taxpayer Information Guide is available at [https://www.salemma.gov/sites/g/files/vyh1if7986/f/pages/fy24\\_cpa\\_taxguide\\_pamphlet.pdf](https://www.salemma.gov/sites/g/files/vyh1if7986/f/pages/fy24_cpa_taxguide_pamphlet.pdf).

<i><b>Example:</b></i>	
<i>A. Assessment</i>	\$300,000.00
<i>B. FY 2023 Tax Rate</i>	\$12.51
<i><b>C. FY 2023 TAX</b></i>	<b>\$3,753.00</b>
<i>D. CPA Residential Exemption</i>	\$100,000.00
<i>E. CPA Taxable Value</i>	\$200,000.00
<i>F. CPA Tax Basis</i>	\$2,502.00
<i><b>G. CPA Surcharge =1%</b></i>	<b>\$25.02</b>
<i><b>H. TOTAL BILL</b></i>	<b>\$3,778.02</b>

## ***Exemptions***

Any residential property entitled to abatement or statutory exemption is automatically entitled to a proportional CPA exemption. Certain households may be eligible for a full CPA exemption. To qualify for an exemption, residential property owners must meet age, residency and income requirements. An application for exemption from the CPA surcharge (based on income) must be filed annually with the Assessor's Office by March 31<sup>st</sup>. The filing of the application does not stay the collection of the tax. Any resident who believes they are eligible for a full exemption should contact the City's Assessors Office.

## **C. The Community Preservation Committee**

Implementation of the CPA in Salem is undertaken through the Community Preservation Committee (CPC). Salem's CPC was established in May 2013 and is composed of nine members representing the Conservation Commission, Historical Commission, Park & Recreation Commission, Planning Board and the Salem Housing Authority, along with general public appointees (2 appointees each) of the Mayor and the City Council. Salem's current CPC members are:

John Boris	Bart Hoskins (Chair)
Joy Livramento-Bryant	Kate Martin
Robert Callahan	Rebecca English
Deborah Greel	Vacant
Carole Hamilton (Vice Chair)	

The CPC's administrator is Patricia Kelleher, Preservation Planner, in the City of Salem Department of Planning & Community Development.

CPC meetings are typically held on the second Tuesday of each month at 6:00pm (check the calendar on [www.salem.com](http://www.salem.com)). Interested persons may also subscribe at [www.salem.com](http://www.salem.com) for CPC meeting agendas.

The Community Preservation Commission's webpage is located on the City website at <http://www.salem.com/community-preservation-committee>. It includes meeting agendas, all meeting minutes, forms, links and helpful documents.

## **D. The Role of the CPC**

The CPC is primarily a source for recommending project funding, rather than an initiator of projects. The Salem CPC's duties include:

- Assess Community Preservation needs of Salem
- Solicit input from city boards and commissions
- Hold an annual public hearing to solicit public input
- Submit a recommended annual budget to the City Council
- Prepare a *Community Preservation Plan*, which is updated annually
- Prepare application materials & set application deadlines
- Submit project funding recommendations to the City Council after review of applications received by City departments or non-profit agencies

## **E. The Role of the City Council**

While the CPC is responsible for studying community preservation needs and reviewing applications submitted for CPA funding, it is ultimately the City Council that must approve any CPA expenditure - based on the recommendations of the Community Preservation Committee. The City Council actions are limited to the following:

- Approve recommendations of the CPC
- Reject recommendations of the CPC
- Reduce amount recommended by the CPC
- Reserve amount recommended by the CPC to applicable reserve account, rather than approving the project

## **F. Community Education and Outreach**

A variety of educational and outreach efforts are undertaken to inform Salem residents, businesses and stakeholders about the CPA and to solicit public input.

### ***1. Public Documents***

- A [Taxpayer Information Guide](#) is updated annually by the Assessor's Office.
- The CPC issues an annual [Determination of Eligibility Application](#).
- The CPC issues a Community Preservation Plan which includes the prior year Annual Report, current Evaluation Criteria and the Funding Applications.
- The CPC issues a [Report on Funding Recommendations for the Salem City Council](#) (most recent dated June 8, 2023).
- All CPA-related public documents are available on the CPC's webpage at <http://www.salem.com/community-preservation-committee>. In addition, the webpage includes meeting agendas, minutes and other helpful information and links.

### ***2. Notification Procedures***

For its monthly meetings, agendas/notices are posted at City Hall and are uploaded to the City website. Any interested person may subscribe to receive agendas/notices through the e-mail subscriber.

For the annual public hearing, a legal notice is published in the Salem News twice, and notices are posted at City Hall, on SATV, at the Salem Public Library, at the Salem Council on Aging, and the Salem Housing Authority. Notices are sent to all City Councillors. The notice is posted on the City's website calendar, legal notices section and in City News.

Notification of the availability of the Draft Community Preservation Plan (including a link to the plan) and request for public comment is placed on the City website in City News, and is sent to the City Council, relevant city boards and commissions and Historic Salem, Inc.

While Determination of Eligibility Applications can be received at any time, the annual deadline to ensure consideration for the current funding round is announced in City News on [www.salem.com](http://www.salem.com).

### **3. *Solicitation of Input***

Once each year, the CPA is included on the agendas of the Park & Recreation, Conservation, and Historical Commissions, Bicycle Advisory Committee, the Planning Board, the Salem Redevelopment Authority and the Salem Housing Authority. CPA is also on the agenda of the Neighborhood Improvement Advisory Committee; whose members represent all of the various neighborhood associations.

An annual public hearing is held, which includes a PowerPoint presentation and time for questions and comments. The FY24 public hearing was held on October 10, 2023. The PowerPoint Presentation is then uploaded to the city website. Written public comment is accepted through October 20, 2023 and is considered during the development of the *Draft Community Preservation Plan*.

The *Draft Community Preservation Plan* is made available for a two-week public comment period prior to finalization.

### **G. Fiscal Year Explanation of Tasks**

During each fiscal year, the CPC will undertake several tasks and prepare several documents. During the current fiscal year – FY24 (July 1, 2023 through June 30, 2024), the CPC will:

- Prepare the FY24 Community Preservation Plan, which includes the FY23 annual report;
- Prepare the FY25 Budget Recommendation (for July 1, 2024-June 30, 2025); and
- Conduct FY24 Funding Round 11 and prepare the FY24 Funding Recommendations which will utilize remaining FY24 funds and approved FY25 funds.

### **H. Community Preservation Fund Allowable Spending Purposes**

The chart on the next page summarizes how CPA funds can be spent.

**COMMUNITY PRESERVATION FUND ALLOWABLE PROJECT SPENDING PURPOSES (G.L. c. 44B, § 5)**

	OPEN SPACE	HISTORIC RESOURCES	RECREATIONAL LAND	COMMUNITY HOUSING
	Land to protect existing and future well fields, aquifers and recharge areas, watershed land, agricultural land, grasslands, fields, forest land, fresh and salt water marshes and other wetlands, ocean, river, stream, lake and pond frontage, beaches, dunes and other coastal lands, lands to protect scenic vistas, land for wildlife or nature preserve and land for recreational use	Building, structure, vessel, real property, document or artifact listed on the state register of historic places or determined by the local historic preservation commission to be significant in the history, archeology, architecture or culture of the city or town	Land for active or passive recreational use including, but not limited to, the use of land for community gardens, trails, and noncommercial youth and adult sports, and the use of land as a park, playground or athletic field  Does <u>not</u> include horse or dog racing or the use of land for a stadium, gymnasium or similar structure	Housing for low income individuals and families and low or moderate income seniors  Moderate income is less than 100%, and low income is less than 80%, of US HUD Area Wide Median Income
<b>ACQUISITION</b> - Obtain property interest by gift, purchase, devise, grant, rental, purchase, lease or otherwise. Only includes eminent domain taking as provided by G.L. c. 44B	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>CREATION</b> - Bring into being or cause to exist. <i>Seideman v. City of Newton</i> , 452 Mass. 472 (2008)	<b>Yes</b>	X	<b>Yes</b>	<b>Yes</b>
<b>PRESERVATION</b> - Protect personal or real property from injury, harm or destruction	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>SUPPORT</b> - Programs providing grants, loans, rental assistance, security deposits, interest-rate write downs or other forms of assistance directly to individuals and families who are eligible for community housing, or to entity that owns, operates or manages it, <u>for the purpose of making the housing affordable</u>	X	X	X	<b>Yes, provided the housing asset itself is made affordable by the expenditure</b>
<b>REHABILITATION AND RESTORATION</b> - Capital improvements, or extraordinary repairs to make assets functional for intended use, including improvements to comply with federal, state or local building or access codes or federal standards for rehabilitation of historic properties	<b>Yes, if open space asset acquired or created with CP funds</b>	<b>Yes, provided that rehabilitation complies with Secretary of Interior's Standards for Treatment of Historic Properties</b>	<b>Yes (includes replacement of playground equipment)</b>	<b>Yes, if housing asset acquired or created with CP funds</b>
<b>APPROPRIATIONS TO AFFORDABLE HOUSING TRUST G.L. c. 44, § 55C</b>	X	X	X	<b>Yes; however, trust is required to spend CPA funds for CPA community housing purposes.</b>
Maintenance expenditures are prohibited for all assets even if they could otherwise be considered acquisition, creation, preservation, support, rehabilitation or restoration Maintenance means incidental repairs that do <u>not</u> materially add to value of property or appreciably prolong property's life, but keep property in condition of fitness, efficiency or readiness				

Source: MA Department of Revenue, Division of Local Services, December, 2019

## *1. Definitions*

"Capital improvement", reconstruction or alteration of real property that: (1) materially adds to the value of the real property, or appreciably prolongs the useful life of the real property; (2) becomes part of the real property or is permanently affixed to the real property so that removal would cause material damage to the property or article itself; and (3) is intended to become a permanent installation or is intended to remain there for an indefinite period of time.

"Maintenance", incidental repairs which neither materially add to the value of the property nor appreciably prolong the property's life, but keep the property in a condition of fitness, efficiency or readiness.

Note: CPA funds cannot be used for ordinary maintenance. CPA funds can be used for preservation (protecting personal or real property from injury, harm or destruction) and for capital improvements (rehabilitation/restoration).

## *2. Studies and Reports*

While studies and reports are an allowable CPA use, CPA funds cannot be used to update existing studies or prepare studies that would typically be undertaken by a city department or board/commission (i.e. Master Plan, Open Space Plan, Historic Preservation Plan, etc.).

Studies and reports can be undertaken as a phase of an approved project. The CPC can also use its reserved administrative account funds to undertake general studies that will assist them in identifying needs and possibilities for the use of CPA funds. An example is the examination of a site's environmental contamination prior to the potential future acquisition for recreational or conservation land.



*Salem Willows Phase I - After photos*



**II. FY23 Annual Report**

**A. FY23 Funding Awards**

In June 2023, the CPC submitted its [Round 10 Report on Funding Recommendations for the Salem City Council](#). The City Council approved the CPC’s funding recommendations for the following projects:

**Housing Resources**

- SHA Roof Replacement 5 Barton Square/140 Washington Street \$250,000.00
- Residences at El Centro \$100,000.00

**Historic Resources**

- Old Town Hall Restoration \$150,000.00
- Emmerton House Repointing \$100,000.00
- Hamilton Hall Exterior Restoration \$93,000.00
- Pickering House & Barn Exterior Restoration \$60,250.00
- Gables Tea House & Barn Roof Replacement \$44,000.00

**Open Space/Recreational Land**

- Palmer Cove Park \$250,000.00

<b>CPA PROJECT FUNDS AWARDED - FY23</b>		
Community Housing	\$ 350,000.00	33%
Historic Resources	\$ 447,250.00	43%
Open Space & Recreational Land	\$ 250,000.00	24%
<b>TOTAL</b>	<b>\$ 1,047,250.00</b>	
<b>CPA PROJECT FUNDS AWARDED - FY14-FY23</b>		
Community Housing	\$2,173,155.00	20%
Historic Resources	\$3,522,382.24	32%
Open Space & Recreational Land	\$5,256,206.66	48%*
<b>TOTAL</b>	<b>\$10,951,743.90</b>	
<i>*Includes 20 year bond for Bertram Field Fieldhouse project.</i>		

## **B. State Reporting**

Community preservation communities are required to submit three reports annually. These reports are:

- A “*Community Preservation Surcharge Report*” (Form CP-1) that contains the information needed to distribute the state matching funds to the community. This report is submitted to the Municipal Data Management/Technical Assistance Bureau.
- A “*Community Preservation Fund Report*” (Form CP-2) that details fund activity of the previous fiscal year and fund balances as of 6/30. This report is submitted to the Bureau of Accounts.
- A “*Community Preservation Initiatives Report*” (Form CP-3) that details community preservation projects of the previous fiscal year. This report is submitted to the Executive Office of Energy and Environmental Affairs (EOEEA).

In the Appendix of this plan is a copy of CP-1 and CP-2 along with pertinent information from CP-3.

## **C. Status of Projects (as of November 2023 unless otherwise stated)**

### *FY18 Awards*

- **Lighthouse 34 (21 units)** as of 11/2023 – Both buildings are complete and fully leased. A few punchlist items remain to complete, then permanent loan closing will occur.  
**Estimated completion date:** December 2023
- **Memorial Park Irrigation as of 7/7/22** – Mostly complete with one remaining PO open with Shrewsbury Landscape (\$2817.87). Remaining \$5782.71 unencumbered to be transferred to the Fund Balance once Shrewsbury Landscape PO is complete.  
**Estimated completion date:** Summer, 2022

### *FY19 Awards*

- **Lighthouse 47 (Leavitt/Palmer 25 units)** as of 11/2023 - Both buildings are complete and fully leased. A few punchlist items remain to complete, then permanent loan closing will occur.  
**Estimated completion date:** December 2023
- **Gallows Hill Park Renovation** as of 6/1/23 - Completed items: Design, engineering, permitting, mobilization, construction, improvements to drainage system. Items in progress: Punch list.  
**Estimated completion date:** December 2023

### *FY20 Awards*

- **Transitional Rental Assistance (SHA/COA)** as of 8/22/22 - SHA has received and reviewed twenty six(33) applications for funding and (30) have been approved. The entire amount, less \$50 has been committed to applicants. SHA will continue to bill out the remaining dollars committed for rental assistance through to early Fall this year. No further applications will be considered as the funding is fully committed at this time.  
**Estimated completion date:** Summer, 2022

- **New Point Acquisitions** as of 8/11/22 - The Department of Housing and Community awarded NPFA \$2.7 millions of Housing Innovation Funds this summer. HUD Environmental Review is complete. Both the HOME and Project Based Sec 8 financing funds have been released and received the certification of activities by HUD. The RFP for Debt and Equity was released in June with good responses. They expect to finalize selection of equity and debt partners this month. Final pricing is in hand, from the Contractor, NEI Construction. They are in the process of value engineering and budget finalization. Funding commitment finalization is slated for August, 2022, Contractor selection and permits: October, 2022. Close on financing and construction start: November, 2022. Construction complete: February, 2024. Full occupancy: April, 2024. Affordable housing restriction to be developed.  
**Estimated completion date: April, 2024**
- **Charles R. Curtis Memorial Park Redesign as of 7/7/22** – Project was delayed due to COVID-19. Carlton School PTO is ready to begin planning with Park & Recreation.  
**Estimated completion date: TBD**
- **Lafayette Housing II Limited Partnership** as of 8/12/22 – The North Shore CDC has secured most of the financing for this effort, but because of unprecedented escalation in construction costs, the project now has a funding gap of approximately \$400,000. To address this issue, they have applications pending for additional HOME funds with the North Shore HOME Consortium and for State Historic Tax Credits with the Massachusetts Historic Committee. Also, in June of 2022, North Shore CDC reapplied to MassDevelopment to a request an Under-Utilized Property grant to fund the tenant fit out at 98/102 Lafayette Street and to create the PUAM HGs. Once this gap has been addressed, the project is ready to proceed to a closing. The contractor has been selected and the rehabilitation scope and plan are in place. We have successfully negotiated the exit of Lafayette Housing Limited Partnership’s investor, Boston Financial Investment Management, LP for \$3,000 and the assumption of the existing debt. HUD has completed the Environmental Review and released the HOME funds. Preservation Restriction in development.  
**Estimated completion date: April, 2024 with full occupancy by June, 2024**
- **SHA Phillips House Restoration** as of 11/2023 – The project was rebid due to the original bids coming in well over budget with the lowest bid of \$492,900. The architect then rework the project by eliminating the DCAMM subcontractor category and designating that general contractor bidders must be certified in masonry. The second bidding process was more successful. The lowest responsive and responsible bidder was selected with a bid of \$284,420. Project is complete with remaining punchlist items to be confirmed.  
**Estimated completion date: Winter 2023**

***FY21 Awards***

- **Hawthorne Lofts (27 units)** as of 11/2023: The project has been awarded funding by EOHLC. We have selected a General Contractor and the equity and debt providers have been chosen. We are working towards an early 2024 construction closing with a projected 17-month construction period.  
**Estimated completion date: Summer 2025**

- **Superior Court & County Commissions Building/Crescent Lot (129 units, min 10% restricted)** as of 8/19/22 - The project is currently in the predevelopment/permitting phase. The team received schematic design approval for the project in 2021, and is currently progressing through final design approval with the SRA for The Exchange Salem. On May 4<sup>th</sup>, the team submitted for a Planned Unit Development (PUD) site plan approval with the Planning Board for phase one (The Exchange Salem). Due to the planning board not having a quorum, first planning board meeting is yet to be scheduled. Affordable housing restriction to be developed.  
**Estimated completion date: Q4, 2026**
- **New Pioneer Village 2026** as of 6/1/23 – Completed items: Concept Plan, Mass Historic Commission (MHC) filing (Inventory Form A, Project Notification Form) Items in progress: Business Plan, Interpretive Plan, Estimate, Demo Delay for Camp Naumkeag, updating the Salem Historic Commission (SHC). Remaining items: Engage with the MHC, Preliminary Plan, Detail Design, Bidding, Construction/Relocation for Phase 1. Phase 2 Design and Construction. Estimated schedule for next steps and project completion: In the next year we plan to engage MHC, complete the Preliminary and Detail Designs for Phase 1. We'd also like to hold a public information forum.  
**Estimated completion date: 2026 for Phase I**
- **Window Restoration at Emmerton House** as of 11/2023 – Entire first floor windows have been restored with the exception of 3 windows requiring special work to be done at a later date. Cost increases due to material pricing and labor shortages for window restoration significantly increased the expected cost of the rest of the project. Campaign to bridge the gap in funding resulted in two private donations totaling \$15K. Partnership with YouthBuild to complete windowsill restoration at no cost. Window Woman continues to make progress on windows but slower than expected due to labor shortages. 25 windows of 88 windows restored to date.  
**Estimated completion date: August 25, 2024**
- **Preserving and Rehabilitating the Salem Athenaeum for Universal Access** as of 11/2023 - Athenaeum is currently looked into issues that arose regarding the approved exterior lift. We learned that the uncovered lift, as designed, would have significant liabilities in terms of performance, maintenance, and long-term cost. The architects presented a rough concept for a glass enclosure to cover the lift, which the Trustees determined as very intrusive on the facade of the building. We are now engaging an architect to explore whether a non-mechanical access solution, with low visible impact, can be designed. In September 2023, we learned that MHC holds a Preservation Restriction on the interiors as well as exteriors of the building. The accessible restroom that the architects proposed for the first floor would have a significant adverse effect on the interior, specifically on the Wendt Room, and would not receive approval from MHC. This assessment compels the Athenaeum to install an elevator that will go to the basement, where an accessible restroom would fit. A contract for a schematic design phase to develop interior access plans that can be approved by MAAB is currently under negotiation.  
**Estimated project completion date: September 2024**

### *FY22 Awards*

- **Leefort Terrace** as of 6/12/23 - The project is currently in the relocation planning phase. The Salem Housing Authority will begin requesting funds as the process begins. Items in

progress: Relocation planning phase. Working with tenants on preparing for relocation and the logistics prior to demolition and rebuilding

**Estimated project completion date: 24 months**

- **Residences at St. James** as of 11/2023 - The project has been awarded funding by EOHLC. We have selected a General Contractor and the equity and debt providers have been chosen. We are working towards an early 2024 construction closing with a projected 17-month construction period.  
**Estimated completion date: Summer 2025**
- **Salem Deed Conservation** as of 11/2023 – City has contracted with document conservator to undertake conservation of 1686 parchment document. City Clerk to transport deed to conservation facility in November 2023.  
**Estimated completion date: Spring 2024**
- **Pickering House Front Façade** as of 11/2023 – Project is on schedule. All millwork ordered, received and ready for installation. Preservation restriction completed.  
**Estimated completion date: Spring 2024**
- **St. Peter’s Church Coping Stones/Cellar Windows** as of 11/2023 – Coping stones and windows installed. Remaining items: window trim and completion of preservation restriction.  
**Estimated completion date: Spring 2024**
- **Salem Willows Pier** as of 11/1/22 - The City of Salem, in cooperation with the Massachusetts Office of Fishing Boating Access, is replacing the Willows Pier, which was demolished in January 2022 due to structural degradation leading to environmental and safety concerns. Project engineer identified concerns with seawall stability that need to be addressed through project permitting. Awaiting updated design for permit resubmission in anticipation of a construction start date in summer/fall 2023.  
**Estimated completion date: TDB**
- **Palmer Cove Park Phase II** as of 6/1/23 - Design is under way for bidding and construction anticipated to begin in summer or early fall 2023.  
**Estimated project completion date: 12/31/2024**
- **Forest River Conservation Area Volunteer Bridge** as of 11/2023 – Project has been on hold due to lack of funding, resulting in delay of two seasons. Completed items: Vandalized Signs have been cleaned. Items in progress: While the project is seeking additional funds to carry out the full scope, the current progress work proposed is to prepare safe access to perform the full rehabilitation. Contractor has provided a quote (9,950.00) to assist with constructing the planks and support footings for accessibility and provide the support for full plans. Signage discussions underway with residents regarding use of trails, wildlife, and input on new signage. Will continue to convene conversations for signage input. Remaining items: Seek additional funding to carry out completion of project.
- **Floating Docks off Winter Island** as of 6/1/23 - Completed items: Float system specifications completed. Items in progress: Procurement-Bid Documents.

## **FY23 Awards (Updates due 11/8/23)**

- **SHA Roof Replacement 5 Barton Square/140 Washington Street**  
Roof replacement on the Powers Block in downtown Salem. Roof system is in significantly poor condition with leaking causing significant harm and destruction to building and 16 affordable housing units. Complete new roofing system with addition of insulation.
- **Residences at El Centro**  
Creation of 29 units of 100% affordable supportive housing for seniors and 19 affordable apartments for seniors
- **Old Town Hall Restoration** as of 11/2023 – Project to restore 1816 Old Town Hall. Project is delayed due to lack of dedicated funding. Seeking fundraiser, grant writer, capital campaign manager to facilitate project. Exploring possibility of downsizing project scope where possible but no changes have been made as of yet.  
**Estimated schedule: 2024-2025 Seek additional funding**
- **Emmerton House Repointing**  
Repointing of the historic Emmerton House constructed in 1810-1812 owned and operated by the Woman's Friend Society
- **Hamilton Hall Exterior Restoration** as of 11/2023 - Exterior restoration of the 1805 Hamilton Hall designed by Samuel McIntire. On November 7, 2023, the Hamilton Hall building committee gathered to discuss the project's scope and to set priorities based on available funding. The Committee discussed the pros and cons of hiring an architect to provide detailed specifications. The committee voted to put the funds toward the project vs an architect. Brendan Collins and Peter Pitman, both experienced in architecture, construction, and preservation projects, volunteered to liaise with the contractor. The Committee voted on the following priorities in order of importance: three South facing doors; fascia and soffits; and five sets of shutters on the Chestnut Street façade. Peter Pitman and building committee met with Redwine Construction LLC to review priorities and request an updated estimate.
- **Pickering House & Barn Exterior Restoration**  
Exterior restoration of the Gothic Revival Pickering House and Barn including window and chimney restoration on the main house and exterior siding restoration on the south elevation of the barn
- **Gables Tea House & Barn Roof Replacement** as of 11/2023 – Project will replace asbestos roofing shingles with new cedar shingles at The House of the Seven Gables Tea House and Barn. Status: The roof installation is complete and on schedule. The installation of gutters and downspouts has been delayed due to manufacturing issues. The parts arrived at the end of October and are waiting for the installers to install them this month.  
**Estimated completion date: 12/2023**
- **Palmer Cove Park** as of 11/2023 - Funds to be used toward the final phase of construction to implement the community's vision for improvements to Palmer Cove Park, including a second basketball court, a new multiuse field, water access, trees, furnishings and public art. Status: Design, permitting, and bidding are complete and the

general contractor is mobilizing at the time of this report. Demolition and construction will commence December 2023.

**Estimated completion date: 12/31/2024**

## **Completed Projects**

*Note: CPA funds have been spent, but project may still be underway.*

### ***FY21 Awards***

- Restoration of Poseidon Fountain (CPA work complete, project to be completed by 6/30/23)
- Slate Roof on the Oil House, Bakers Island Light Station (Preservation Restriction in development)

### ***FY20 Awards***

- Forest River Outdoor Recreation and Nature Center
- Renovation of Palmer Cove Park Phase 1
- Mack Park Food Farm
- Bowditch House Roof replacement
- Brookhouse Home Brick Repointing Phase II
- Salem Community Gardens: Splaine/Pickman
- Historic Fire Station Roof Restoration (142 North St.)
- Bertram Field – Field House

### ***FY19 Awards***

- Brookhouse Home Brick Repointing Phase I
- Old Town Hall Master Plan
- Broad Street Cemetery Preservation Plan & Design Development
- Salem Athenaeum Planning Study
- Facilitating Redevelopment of the Courthouses
- Emergency Rental Assistance (NSCAP)
- Willows Restoration Phase 1

### ***FY18 Awards***

- 211 Bridge Street Window Restoration
- Salem Common Bandstand
- Golf Cart Paths (Phase 1)
- Salem Common Fence Restoration Phase IV
- Gallows Hill Park Renovation Designer Services

### ***FY17 Awards***

- Charter St. Burial Ground
- Lafayette Park
- Nathaniel Hawthorne Statue Restoration
- Saltonstall School Playground
- Turner-Ingersoll Mansion Roof Replacement (+FY18 increase)
- 1-3 Bemis Street Acquisition – Restriction on land to be executed
- Palmer Cove Assessment & Concept Plan

### ***FY16 Awards***

- Salem Willows Pavilion Restoration
- 289 Derby Street (soft costs)
- Proctor's Ledge Memorial
- Fort Pickering Phase II
- Salem Public Library Window Frames & Sills
- Collins Cove Playground Renovation
- Forest River Pool Conditions Assessment
- Mack Park Bathrooms
- Bentley Academy Charter School Playground
- Ryan Brennan Skate Park Phase 1 (design only)
- Boston Street Crossing (26 units)
- Preserving Emmerton House
- Forest River Park Bathrooms

### ***FY15 Awards***

- Harbor and Lafayette Homes (27 units)
- Greenlawn Cemetery: Dickson Memorial Chapel
- Salem Council Chambers Historic Artwork Conservation/Restoration
- Charter Street Burial Ground (Phase 1)
- House of the 7 Gables: Hawthorne Birthplace Roofing Project – Preservation Restriction has been executed.
- Hamilton Hall Window Restoration – Preservation Restriction has been executed.
- Salem Common Fence Phase III
- Camp Naumkeag Rehabilitation Master Plan
- Forest River Conservation Area Trail Assessment
- Mary Jane Lee Park Improvements
- Bates Elementary School Playground
- Salem Public Library, Brownstone & Brickwork
- McGlew Park Redesign

### ***FY14 Awards***

- 52-60 Congress/105-111 Dow Streets Housing (35 units)
- Old Town Hall Window Restoration
- Salem Common Fence Phase II
- Winter Island: Fort Pickering Phased Rehabilitation Phase 1
- Choate Statue Restoration
- Salem Public Library Roof Replacement
- Winter Island Multi-Purpose Scenic Trail
- 15 Ward St. Pocket Park
- Driver & Patten Pocket Park Rehabilitation
- Salem Community Gardens Improvement

***FY24 Community Preservation Plan  
FY24 Funding & Timing***

---

**III. FY24 Funding & Timing**

**A. Financial Forecast**

Massachusetts CPA regulations require that 10% of annual CPA revenues be set aside or spent for housing projects, 10% for historic projects and 10% for open space & recreation projects. The remaining 70% of CPA funds received in each fiscal year is available to be appropriated to specific activities or reserved until activities are identified. Up to five percent of the CPA funds raised annually may be used for administrative activities related to the work of the CPC (administrative help, professional help, appraisals, legal assistance, general studies, newspaper ads, miscellaneous expenses, etc.). The CPC recommends how the remaining CPA revenues shall be divided among the three purposes. The budget must be approved by the City Council before the annual tax rate is set. The City Council approved the FY23 budget at its meeting of June 8, 2023 (based upon the Assessor’s estimate of \$845,000 in surcharge revenues, and a 28% estimate (\$236,000) in State match funds). Due to bankruptcy proceedings, the \$75,000 of Year 4 Footprint Community Benefits Agreement contribution was not included in the approved estimate. Current available fund revenues and expense estimates are:

<u>Approved CPA Budget FY23</u>	
Open Space & Recreation	
Projects Reserve	\$108,100
Housing Projects Reserve	\$108,100
Historic Projects Reserve	\$108,100
Administration Expenses	\$ 54,050
FY22 Budgeted Reserve	\$602,650
<b>TOTAL</b>	<b>\$1,047,989</b>

*Revenues:*

	Estimated Surcharge	Actual Surcharge	Estimated State Match	Actual State Match	Match %	Other Funds	+/- (Interest, penalties, write-offs, etc.)	TOTAL REVENUE
<b>FY14</b>	\$400,000	<b>\$475,084.64</b>				<b>\$50,000</b>	<b>\$536.56</b>	<b>\$525,621.20</b>
<b>FY15</b>	\$435,000	<b>\$524,153.00</b>	\$100,050	<b>\$169,707.00</b>	<b>31.47%</b>		<b>\$1,399.85</b>	<b>\$695,259.85</b>
<b>FY16</b>	\$450,000	<b>\$556,348.63</b>	\$81,000	<b>\$155,406.00</b>	<b>29.70%</b>		<b>\$580.70</b>	<b>\$712,335.33</b>
<b>FY17</b>	\$500,000	<b>\$583,750.08</b>	\$95,000	<b>\$114,479.00</b>	<b>20.60%</b>		<b>\$1,771.91</b>	<b>\$700,000.99</b>
<b>FY18</b>	\$550,000	<b>\$617,350.80</b>	\$82,500	<b>\$100,418.00</b>	<b>17.20%</b>		<b>\$1,376.09</b>	<b>\$719,144.89</b>
<b>FY19</b>	\$600,000	<b>\$665,874.40</b>	\$69,000	<b>\$117,388.00</b>	<b>19.00%</b>		<b>\$5,473.68</b>	<b>\$788,736.08</b>
<b>FY20</b>	\$650,000	<b>\$718,142.00</b>	\$83,882	<b>\$159,267.00</b>	<b>23.90%</b>	<b>\$75,000</b>	<b>\$12,399.38</b>	<b>\$964,808.38</b>
<b>FY21</b>	\$650,000	<b>\$743,818.57</b>	\$72,800	<b>\$205,579.00</b>	<b>11.20%</b>	<b>\$75,000</b>	<b>\$3,180.21</b>	<b>\$1,027,577.78</b>
<b>FY22</b>	\$715,000	<b>\$750,636.37</b>	\$230,945	<b>\$329,076.00</b>	<b>43.84%</b>	<b>\$75,000</b>	<b>\$3,481.86</b>	<b>\$1,158,194.23</b>
<b>FY23</b>	\$790,000	<b>\$830,183.42</b>	\$276,500	<b>\$301,048.00</b>	<b>38.51%</b>	<b>\$0</b>	<b>49,072.13</b>	<b>\$1,180,303.55</b>
<b>FY24</b>	\$845,000		\$236,000		<b>28%</b>			<b>\$1,081,000.00</b>
								<b>\$9,552,982.28</b>

*Awards/Expenditures:*

<b>Actual Awards Made and Actual Admin Spent</b>		<b>Total</b>
FY14-19 Funding Round	\$4,349,067.97	
FY14 Admin Actual	\$46,624.07	\$4,741,465.05
Between Round Awards	\$385,070.00	
Projects under budget	(\$39,296.99)	
FY20 Funding Round	\$833,481.29	\$835,953.69
FY20 Admin Actual	\$4,648.90	
Projects under budget	(\$2,176.50)	
Between Round Awards	\$0.00	
FY21 Funding Round	\$973,795.98	
FY21 Admin Actual	\$8,539.12	
Admin. Adjust.	\$3,750.00	\$1,267,110.10
Bertram Bond Y1of20	\$100,000.00	
Projects under budget	(\$8,975.00)	
Between Round Awards	\$190,000.00	
FY22 Funding Round	\$1,173,078.66	
FY22 Admin Actual	\$13,908.04	
Bertram Bond Y2of20	\$100,000.00	\$1,285,749.71
Projects under budget	(\$7,172.57)	
Between Round Awards	\$0.00	
FY23 Funding Round	\$1,047,989.19	
FY23 Admin Actual	\$9,784.12	
Bertram Bond Y3of20	\$100,000.00	\$1,134,205.15
Projects under budget	(\$114,116.65)	
Between Round Awards	\$90,548.49	
		<b>\$9,264,483.70</b>

This leaves an estimated \$247,925.27 to carry over into the upcoming funding round for projects. When the State match percentage projections are released in March 2024 for FY25, the estimated State match funds and the estimated local surcharge for FY25 (to be provided by the City Assessor), will form Salem’s FY25 CPA budget. Once approved by the City Council, the FY25 budget will also be available to the CPC as it considers its funding recommendations for FY25 projects to be awarded during the FY24 funding round. It should be noted that CPA funds that are not awarded in one year may be reserved (carried over to subsequent years). In addition, CPA regulations permit bonding against future local surcharge revenue.

## B. Proposed FY24 Timeline

The CPC is dedicated to undertaking its responsibilities in a timely manner. Please note that the following proposed dates are tentative and may be changed as necessary by the CPC in order to ensure adequate time is provided to undertake the required tasks.

July 2023	Updated Taxpayer Information Guide issued
October 10, 2023	Annual public hearing
November 15, 2023	State match funds released
December 2023	Finalize FY23 Community Preservation Plan
January 5, 2024	Step 1 Determination of Eligibility Application Deadline <i>While Determination of Eligibility Applications can be received at any time, this deadline is to ensure consideration for the annual funding round.</i>
March 2024	DOR releases State match percentage projection
March 22, 2024	Step 2 Funding Application deadline
April 2024	CPC proposal review and development of funding recommendations
April/May 2024	Submission of FY24 budget recommendation to City Council
May/June 2024	Submission of Round 11 funding recommendations to City Council



*Gables Tea House and Barn Roof Replacement  
Before & After*

#### **IV. Application Process Overview**

##### **A. Step 1: Determination of Eligibility**

The Determination of Eligibility Application (DOE) is the first step in a two-step application process submitting project proposals for Community Preservation Act (CPA) funds. This enables applicants to know if their project is eligible under CPA regulations prior to submitting the comprehensive Funding Application. The CPC will also determine under which category a project is deemed eligible (Community Housing, Historic Resources, Open Space or Recreation Land) and under which definition (Acquisition, Creation, Preservation, Support or Rehabilitation/Restoration).

Proponents of eligible projects will be invited to submit a Funding Application and will be provided a copy of the application materials and Evaluation Criteria. Proponents of projects deemed ineligible will be notified in writing. DOEs may be submitted up to a week prior to any regular meeting. The CPC will announce an annual deadline for DOEs approximately six weeks prior to the annual funding round application deadline.

Notes:

- For municipal properties, when the applicant is not a city department (i.e. PTA, neighborhood group), the applicant must provide written consent to submit the DOE by the managing City department.
- For non-municipal properties, if the applicant is not owner of the property, a written consent to apply must be included with the DOE application, which acknowledges that the funding application will be co-signed by the owner and that any required funding agreements and restrictions (i.e. preservation, affordable housing) will be executed by the property owner.
- CPA funds are primarily for property exteriors.
- At this time, for historic properties, the Salem CPC does not recommend funding awards for privately owned residences or for private, for-profit commercial properties.

##### **B. Step 2: Funding Round**

Project proponents who are invited to submit a Funding Application will be mailed and/or emailed application materials. Project proponents may submit Funding Applications any time after they have received a Letter of Eligibility from the CPC.

To ensure project consideration for the annual round of funding, the CPC will announce an annual deadline for applications. Applications received after the deadline may also be reviewed by the CPC depending on the urgency of the project and the availability of funding.

Notes:

- For municipal properties, when the applicant is not a city department (i.e. PTA, neighborhood group), funding applications must be co-signed by the authorized representative of the city department.
- For non-municipal properties, if the applicant is not owner of the property, the funding application must be co-signed by the property owner. Funding agreements and restrictions will be executed with the property owner. Funded projects will require the filing of a restriction on the property at the Registry of Deeds.

- CPA funds are primarily for property exteriors.
- At this time, for historic properties, the Salem CPC does not recommend funding awards for privately owned residences or for private, for-profit commercial properties.

### 1. *Community Preservation Committee Funding Round Review:*

During the funding round review, the CPC may request additional information. The CPC can postpone further review of the application until the next round if there is missing information, incomplete information, additional information desired, or for any matter the committee deems would delay the current funding round. The CPC may return the application for completion and resubmission. Once the CPC is satisfied with the Application's completeness, it will be accepted for funding consideration and then evaluated utilizing the Evaluation Criteria.

The CPC will vote on a rank of High, Medium or Low Priority for each project within each category (Community Housing, Historic Resources and Open Space/Recreational Land).

After consideration of available funding, the CPC will issue one of three determinations for each project:

- **Recommended for funding** - This means the application has been selected and a funding amount will be submitted to the City Council for approval. Note: This does not necessarily mean that the total amount requested in the application will be recommended for funding. The CPC may also include conditions as part of its funding recommendation.
- **Accepted for future consideration of funding** - Typically, this means that the project is desirable, but that other projects were deemed higher priority. The application will not be recommended to the City Council for funding approval *during the current round*. However, a funding recommendation will be considered at subsequent funding rounds (carried over) - or sooner, if the CPC so decides. The applicant will not need to submit a new application for the project, but may submit additional information.
- **Not recommended for funding** - The applicant will be notified in writing the reason that the project was not recommended for funding. The application as submitted will not be reconsidered at subsequent funding rounds. If the applicant desires to resubmit a project proposal, the application process must begin with a new Application for Determination of Eligibility and it is recommended that the new project proposal be a significant change over the initial proposal.

The CPC may choose not to recommend all available funds to projects. The CPC may choose to recommend awards to some projects and then carry over remaining funds. Remaining funds may be considered for any urgent projects that may arise prior to the next funding round or may be added to the following round of available funds.

### **C. Step 3: City Council Recommendation and Vote**

The CPC's recommendations will be presented to the City Council one or more times annually. The City Council has the final authority to award funds from Salem's Community Preservation Act Fund. It may approve, approve but with a lower level of funding, or reject recommendations. The City Council takes a vote on each recommendation. It is suggested that applicants attend this meeting to answer any questions. Members of the public may speak in favor of or against specific recommendations at the public session preceding each Council meeting.

## **D. Step 4: Funding Awards**

For projects approved by City Council, the CPC will issue award letters with information on the funding amount, funding conditions, project modifications as voted by City Council (if any), and guidelines for project execution.

## **E. Additional Information**

### ***1. Requirements***

Non-city CPA funding awardees must sign a Memorandum of Agreement (MOA) which describes the implementation and reporting requirements. The MOA will be tailored to each project and may include one or more of the following conditions or other conditions as identified by the CPC:

- Status Reports - Status reports will be required quarterly. If it becomes apparent that the project will not be moving forward after a reasonable time period, the CPC may recommend to the City Council that funds be reprogrammed.
- Photographs - Before and after photographs must be provided
- Project Sign (temporary and/or permanent) - Permanent signage that identifies that the project receives CPA funding from the City of Salem may be required by the CPC for certain completed construction projects. For all construction projects, temporary signage is required while work is underway. See the CPA administrator for the current policy. CPC staff will provide appropriate language for signage. Awarded organizations should work with CPC staff to determine if the City has temporary signage available for use during construction.

For projects awarded funding, all required permits and approvals must be obtained before construction commences. Please check if your project will require permitting or approvals from any City boards or Departments. Examples are the Electrical, Engineering, Fire Prevention, Health, and Building Departments, the Cemetery, Conservation, Historical or Park & Recreation Commission and/or the Planning Board, Salem Redevelopment Authority or Zoning Board of Appeals.

Project proponents whose projects have restrictions as a condition of CPA funding, or with restrictions in development, shall submit project plans for compliance with the restriction prior to obtaining any building permits. For municipal historic resource projects that are not located in the local historic district, nor in the Salem Redevelopment Authority area, project plans shall be reviewed by the City's Preservation Planner for adherence to the Secretary of the Interiors Standards prior to project bidding.

Projects receiving CPA funding shall credit this source of funding in all promotional materials.

### ***2. Restrictions Required for Acquisition of Real Property***

Section 12a of the Community Preservation Act requires that a permanent restriction be placed on any "real property interest" acquired using CPA funds to ensure that the property continues to be used for the applicable CPA purpose. Given this statutory requirement, a CPA project involving acquisition of any real property interest is technically not complete until the restriction is approved by the appropriate state agency and filed at the Registry of Deeds. These are the four types of restrictions that are commonly used in CPA projects:

**For Open Space Conservation and Outdoor Recreation Projects:** Conservation Restrictions  
>> Approved by the [MA Executive Office of Energy and Environmental Affairs \(EOEEA\)](#)

**For Community Housing Projects:** Affordable Housing Restrictions  
>> Approved by the [MA Dept. of Housing and Community Development \(DHCD\)](#)  
Restrictions shall be for those persons and families whose annual income is less than 80 per cent of the area-wide median income. The area-wide median income shall be the area-wide median income as determined by the United States Department of Housing and Urban Development.

**For Open Space Agricultural Projects:** Agricultural Preservation Restrictions  
>> Approved by the [MA Dept. of Agricultural Resources \(DAR\)](#)

**For Historic Projects:** Historic Preservation Restrictions  
>> Approved by the [Massachusetts Historical Commission \(MHC\)](#)  
Note: As a condition of CPA funding, the CPC has routinely required Preservation Restrictions (PR) for ALL private projects receiving CPA funds for historic resources. Such restrictions place the property under Salem Historical Commission (SHC) review for exterior alterations. In order to ensure compliance with the required restriction, all projects needing a PR as a condition of receiving CPA funds shall not receive a building permit until the project plans have first been reviewed for compliance with the PR and are reviewed by the SHC, if required. If the PR is still in development and has not been recorded at the Registry of Deeds, the property shall be flagged in the City’s permitting system to request that a Building Permit be held until either the PR is filed with the Registry or the project proponent submits design plans to the SHC for review to ensure that the project complies with the Secretary of the Interiors Standards and the intent of the CPA funding for historic resources.

### **3. Procurement**

The procurement laws are multiple state statutes that deal with various aspects of municipal procurement including building construction, public works construction, design services, supplies, services, and real property. In addition, prevailing wage laws apply for construction projects undertaken by public entities in the state as well as to some limited services provided to them. The procurement and prevailing wage laws are complicated – they apply in various ways depending on circumstances of the situation and sometimes exemptions may apply. The City of Salem Department of Planning and Community Development will work with CPA awardees to ensure the proper method of procurement is undertaken.

For the purposes of describing the applicability of procurement laws to CPA projects, there are three main categories that CPA projects could fall into: capital improvement projects, the purchase of real property, and contracting for professional services. Each of these three project categories must adhere to different procurement laws as explained in more detail below.

**Capital Improvement Projects** (M.G.L. c.149 and c.30 s.39M)  
Capital improvement projects are “brick and mortar” projects such as creation of a new playground, restoration of a building, construction of housing, wetlands restoration, etc. The matrix below very generally describes how the procurement laws may apply to the various types of capital improvement projects, depending on who owns the property and who administers the project.

<b>Property Owner</b>	<b>Project Administrator</b>	<b>Do Procurement &amp; Prevailing Wage Laws Apply?</b>
Municipality/State/Other public entity	Municipal/State/Other Public Entity	YES
Municipality/State/Other public entity	Community Group (e.g., PTO, friends group, neighborhood association, etc.)	YES*
Private entity (non-profit organization, private citizen, etc.)	Private entity	NO
Municipally owned and leased by private entity	Private leasing entity	POSSIBLY**

\*Note: Even if a service is discounted or donated, prevailing wage may still apply.

\*\*Note: For complex situations, an opinion from municipal counsel or the Attorney General’s Office may be needed.

**Acquisition of Real Property (MGL c.30B)**

Acquisition of real property includes buying land, buildings, artifacts or a real estate interest (such as a deed restriction). The purchasing laws (c.30B) that apply to acquisition of real property using public funds deal with how to establish fair market value. This area of the law makes a special exception specifically for real property acquired with Community Preservation Act funds. The Community Preservation Act (MGL c.44B s.5(f)) states that “*Section 16 of chapter 30B shall not apply to the acquisition by a city or town of real property or an interest therein . . . no such real property, or interest therein, shall be acquired . . . for a price exceeding the value of the property as determined by such city or town through procedures customarily accepted by the appraising profession as valid.*” The bottom line is: Acquisitions of real property interests under CPA are exempt from MGL c.30B, but you must get an appraisal prior to acquiring any real property interest. And the municipality cannot appropriate more than the appraised value to acquire the real property interest.

**Contracting Professional Services (MGL c.7 s.38A½ and c.30B)**

Contracting professional services includes hiring a housing consultant, planner, appraiser, landscape architect, etc. MGL c.7 s.38A½ applies when procuring design services for public building projects and establishes a designer selection process for construction projects over \$100K. Prevailing wage does not apply to these types of design services. MGL c.30B applies to other professional services and establishes three monetary thresholds that trigger different selection and procurement procedures, with the most latitude established for contract amounts under \$5K. If a contract is between \$5K and 25K, then three quotes must be solicited. And, for contracts at and over \$25K, sealed bids or proposals are required.

*Mack Park Food Farm  
Before & After*



## V. Community Preservation Needs, Possibilities and Resources

This section includes the CPC’s Evaluation Criteria for reviewing proposed projects, followed by category-specific information (Historic Preservation, Community Housing, Open Space and Recreation), followed by pertinent excerpts from various plans, studies and other public documents that make up Salem’s the needs, possibilities and resources.

### A. Evaluation Criteria

#### 1. *General Criteria*

**Primary Criteria:** Projects must meet the primary criteria below:

1. Eligible for Community Preservation Act (CPA) funding according to the requirements described in the CPA legislation (Chapter 44B of Mass. General Laws).
2. Consistent with the Community Preservation Committee’s *Community Preservation Plan*
3. Consistent with the recommendations of the most current relevant planning documents that have received public scrutiny and input, as applicable. A list of various planning documents is located within the *Community Preservation Plan* and at <https://www.salem.com/planning-and-community-development/pages/studies-and-reports>.
4. Preserve and enhance the character of the city.
5. Demonstrate practicality and feasibility, and demonstrate that they can be implemented within a reasonable, feasible schedule and budget.
6. The applicant/applicant team has successfully implemented projects of similar type and scale or has demonstrated the ability and competency to implement the project as proposed.
7. The applicant has site control, or the written consent by the property owner to undertake the project.

**NOTE:** The CPC will also give due consideration to the urgency of the project, with particular consideration given to projects whose successful implementation is constrained by scheduling factors not controlled by the applicant. In cases of emergency applications, applicants must demonstrate a compelling case (i.e. historic property at risk of irreparable loss, opportunity for immediate acquisition of open space, or other compelling case).

**Secondary criteria:** Projects are encouraged to meet one or more of the following secondary criteria (listed in no particular order):

8. Serve more than one CPA purpose (historic, housing, open space, recreation).
9. Protect resources that would otherwise be threatened.
10. Demonstrate a long-term, feasible strategy for ongoing maintenance of the CPA funded project.
11. Leverage additional public and/or private funds (e.g. qualifies the project for additional grants from other sources), receives partial funding from other sources and/or voluntary contributions of goods or services or demonstrates that the proponent has unsuccessfully attempted to leverage additional funds and that CPA funds are the source of last resort.
12. Preserve currently owned city or Salem Redevelopment Authority (SRA) assets or improve the utilization of currently owned city or SRA assets (i.e. cemeteries, parks, historic buildings, open space, recreation areas).

13. Capittally improve, preserve and/or restore the character of the Urban Renewal Area, while also providing a clear public benefit and/or a connection to the SRA (i.e. façade easement).
14. Produce an advantageous cost/benefit value (number of persons benefitted per year, encourages economic development, enhances tax base).
15. Projects that are regional (i.e. collaborative projects with other communities)
16. Clean up contaminated lands.
17. Visible to the public (visible to passersby, physically accessible to visitors).
18. Utilize green concepts/components, sustainable initiatives and low energy.
19. Projects outside of those typically funded through the city's general budget.
20. Received written endorsement by other municipal boards or departments, as applicable.
21. Received broad-based support from community members, especially project site abutters.
22. Projects that are in gateways to the city, including Bridge Street Neck, Lafayette Street, Loring Avenue, Boston Street, Highland Avenue and North Street.
23. Projects that are within the Point Neighborhood or those that benefit a currently under-served population.
24. Projects that address the impacts of climate change and sea level rise; particularly assets that are currently threatened or vulnerable to these impacts.

The Community Preservation Committee supports the prioritization of diversity, equity and inclusion (DEI) in the organizations it funds, because DEI creates an environment that respects and values individual differences and fosters cultures that minimize bias and recognize and address systemic inequities. The CPC encourages DEI efforts to be reflected in an organizational mission, vision, and values; incorporated into strategic plans; and spread throughout the organization. Applicants awarded CPA funding shall not discriminate on the basis of race, color, national origin, gender or gender identity, age, religion, marital status, familial status, sexual orientation, ancestry, public assistance, veteran history/military status, genetic information or disability.

## 2. Category Specific Criteria

The General Evaluation Criteria stated above apply in combination with category-specific criteria outlined below.

**a. Historic Preservation** - Projects which protect, preserve, enhance, restore and/or rehabilitate historic, cultural, architectural or archaeological resources of significance.

**Primary Criteria:** Projects must meet the primary criteria below:

- A. Listed on the State Register of Historic Places (individually, within a district, as part of a multiple property submission, multiple resource area, or thematic resource area, or under a Determination of Eligibility) or the Salem Historical Commission has made a determination that the resource is significant in the history, archaeology, architecture, or culture of Salem (in writing).
- B. Minimum of 50 years old.
- C. Comply with the Secretary of the Interiors Standards

Historic resources that the Community Preservation Commission determines to be of greater architectural and/or historical significance will be given preference.

**Secondary Criteria:** Projects are encouraged to meet one or more of the following secondary criteria (listed in no particular order):

- D. City-owned properties, features or resources of historical significance.
- E. Non-profit owned properties, features or resources of historical significance, especially those that are threatened
- F. Vacant and underutilized properties
- G. Demonstrate a public benefit to residents and/or businesses.
- H. Projects are highly utilized and/or highly visible.
- I. Provide permanent protection for the historic resource.
- J. Incorporate universal design, where feasible.
- K. When appropriate to the historic context, support accessing an historic resource by multiple modes, including but not limited to, bicycle parking facilities, multi-use connections and access to Salem's bike share system.
- L. Include risk assessment, resiliency and adaptation strategies to address the likelihood of climate change impacts, stresses and risk factors.

Note: The CPC can NOT recommend awards to assist private homeowners on projects with private purposes (i.e. window replacement on a family residence), regardless of the age or significance of the home.

**b. Community Housing** - Projects which provide affordable rental and affordable ownership opportunities. The [CPA Housing Guidebook](#), distributed by the Massachusetts Housing Partnership, is an excellent resource for anyone who wants to learn how CPA funds can support local affordable housing initiatives.

- Primary Criteria:** Projects must meet the primary criteria below:
- A. A minimum of ten percent of the housing units must be affordable to households who earn 60 percent or less of the area median income. The area-wide median income shall be the area-wide median income as determined by the United States Department of Housing and Urban Development.
  - B. Property owner must enter into an affordable housing restriction for a minimum of 99 years (if CPA funds are used for acquisition, a permanent restriction).
- Secondary Criteria:** Projects are encouraged to meet one or more of the following secondary criteria (listed in no particular order):
- C. Provide mixed income housing with a higher percentage of affordable units than required by the primary criteria.
  - D. Address the needs of a range of qualified households, including extremely low, very low, and low income families and individuals (below 60% of area median income).
  - E. Demonstrates a housing need of an underserved population in Salem.
  - F. Promote use of existing buildings or construction on previously-developed land or city-owned sites.
  - G. Provide housing that is harmonious in design and scale with the surrounding community.
  - H. Incorporate universal design.
  - I. Demonstrates a high degree of sustainability and low energy use (e.g. green roofs).
  - J. Comply with the Secretary of the Interiors Standards for Rehabilitation
  - K. Include amenities to support utilization of bicycles and other alternatives to automobiles, such as indoor bike storage and access to Salem's bike share system.

### c. Open Space

**Primary Criteria:** Projects that meet one or more of the primary criteria will be given the highest priority for funding.

- A. Permanently protect important wildlife habitat, particularly areas that include:
  - a. Locally significant biodiversity;
  - b. Variety of habitats with a diversity of geologic features and types of vegetation;
  - c. Endangered habitat or species of plant or animal;
  - d. Wildlife corridors, connectivity of habitat or prevent fragmentation of habitats;
  - e. Wetlands and wetland buffers.
- B. Restore filled wetlands or otherwise degraded wetlands.
- C. Preserve and protect important surface water bodies, including streams, wetlands, vernal pools or riparian zones.
- D. Preserve, enhance and expand the city's network of undeveloped, open spaces that include and surround its natural areas (including its coastline, inland and coastal wetlands and rivers) or that expand conservation land through new acquisition.
- E. Climate change adaptation:
  - a. Protection of open space within both the current 100-year flood zone and areas that may become part of the flood zone in the future;
  - b. Protection of open space in areas to which wetlands may migrate;
  - c. Enhancement of coastal wetlands that will absorb wave action from storms and provide flood storage; prevention of coastal erosion, storm surge and flooding; and storm water management.

**Secondary Criteria:** Projects are encouraged to meet one or more of the following secondary criteria (listed in no particular order):

- F. Provide connections or improved public access to Salem's waterfront, existing trails, protected open space or potential trail linkages.
- G. Protect key parcels and sites for multi-purpose trails, scenic and water views.
- H. Improve and protect the waterfront for recreational use, improve access to and enhance the aesthetic experience of the waterfront.
- I. Provide flood control/storage by protecting undeveloped land within the floodplain.
- J. Enhance protection of land governed by the Conservation Commission (such as the Forest River Trail).
- K. Increase pedestrian accessibility and connectivity, and maximizes universal access, where applicable.
- L. Protect drinking water quantity and quality.
- M. Preserve active agricultural use.
- N. Provide opportunities for passive recreation and environmental education, including waterfront amenities.
- O. Includes new or improved signage directing people to the city's natural areas.

### d. Recreation

**Primary Criteria:** Projects which meet one or more of the primary criteria will be given the highest priority for funding.

- A. Expand the quality, variety and range of passive and active recreational opportunities for all age groups and abilities.
- B. Serve a significant number of residents.

C. Support multiple recreation uses.

**Secondary Criteria:** Projects are encouraged to meet one or more of the following secondary criteria (listed in no particular order):

D. Contribute to providing a park/open space in every neighborhood - creates a new neighborhood park or upgrades an existing neighborhood park

E. Jointly benefit Conservation Commission and Park and Recreation Commission initiatives by promoting recreation, such as hiking, biking, walking, running and boating.

F. Maximize the utility of land already owned by the city (e.g. school property).

G. Promote the use of railroad right-of-ways and other corridors to create safe, local and regional non-motorized alternative transportation routes

H. Interconnect schools, open space, recreation areas and recreational facilities.

I. Expand shoreline bicycle and pedestrian access

J. Improve and protect the waterfront for recreational use, increase/improve access to and enhance the aesthetic experience of the waterfront

K. Provide universal access for all ages; meet ADA accessibility standards

L. Include educational components

M. Include new or improved signage directing people to parks, recreational activities and/or the waterfront, etc. or orient people within parks and recreational areas or along non-motorized routes.

N. Increase pedestrian accessibility and connectivity, provide amenities to pedestrians.

O. Comply with the Secretary of the Interiors Standards for Rehabilitation (for structures)

## B. Category Specific Information

### 1. *Historic Preservation*

As the state's second oldest city, the City of Salem's built environment reflects four centuries of history with more than 12,500 housing units constructed prior to 1960. Our inventoried assets represent the 3rd largest in the Commonwealth of Massachusetts. More than 1,700 buildings are listed on the National Register of Historic Places. Continuing maintenance of historic properties requires substantial attention and resources, and both private owners and public institutions focus considerable efforts in this direction. Many of these resources are essential to Salem residents' and the region's economy and quality of life. Salem's historic resources include:

- Fine examples of over ten historic styles of American architecture, ranging from mid-17th century through early 20th century;
- Arguably the finest collection of Federal Style and Federal Period architecture in the United States
- The finest collection of Samuel McIntire designed properties in the United States (McIntire Historic District Walking Trail).
- Some of the earliest established and best preserved urban parks in the nation;
- 5 public and 3 private cemeteries established from 1637 to 1807 containing important historic resources, such as burial markers and tombs, fencing, buildings and other structures;
- One of the few remaining colonial period wharves in the country;
- Many seventeenth and early eighteenth century structures from the Puritan and early maritime periods;
- Four local historic districts (Derby Street, Lafayette Street, McIntire, and Washington Square) encompassing approximately 550 17th, 18th, and early 19<sup>th</sup> century structures;

- A large early cotton textile factory, immigrant settlement houses and neighborhoods, and leather industry archeological resources;
- Historic sites associated with the late 17<sup>th</sup> century witchcraft trials; and
- Prehistoric Native American archaeological resources dating back approximately 4,000 years, ranging from the Late Archaic through Early, Middle, and Late Woodland Periods to Contact Period.

CPA funds may be spent on the acquisition, preservation, rehabilitation and restoration of historic resources. For rehabilitation and restoration, the expenditure must fall within the CPA definition of “rehabilitation” and is not within the CPA definition of “maintenance”. For non-City property, projects will require the filing of a permanent Preservation Restriction on the property at the Registry of Deeds that has been approved by Massachusetts Historical Commission. Project proponents will be required to provide title information and a metes and bounds legal description.

Communities using CPA funds on historic resources must adhere to the [United States Secretary of the Interior's Standards for the Treatment of Historic Properties](#). Funding must not violate the *Anti-aid Amendment to the Massachusetts Constitution*.

Section 2 of the CPA legislation defines historic resources, preservation and rehabilitation. Under CPA, an historic resource is defined as a building, structure, vessel, real property, document or artifact that is either:

- listed on the State Register of Historic Places; or
- determined by the local Historic Commission to be significant in the history, archeology, architecture, or culture of the city or town.

The State Register of Historic Places is a listing of buildings, structures, objects and sites that have received local, state or national designations based on historical or archaeological significance. Included are all properties listed on the National Register of Historic Places and all local historic districts. To determine if a property is listed on the State Register, you can research one or more of the following:

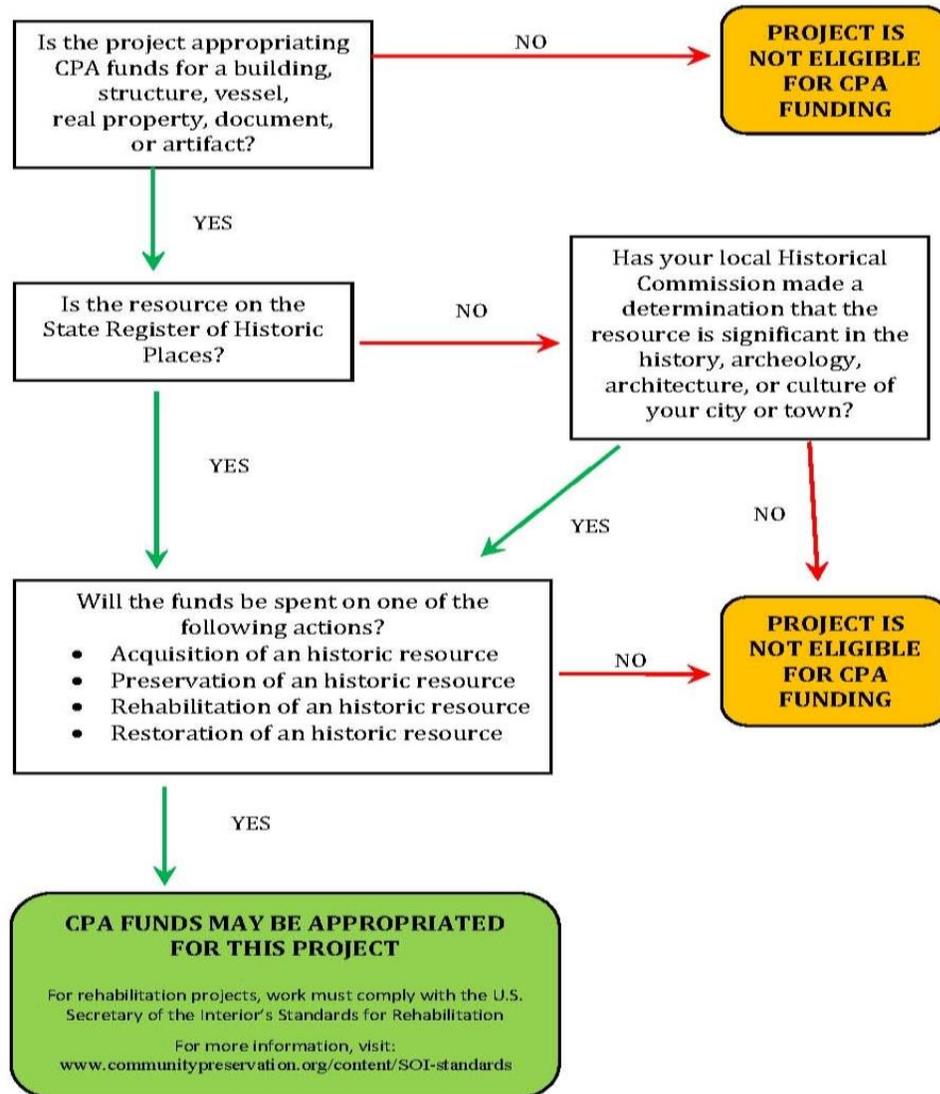
- Massachusetts Cultural Resource Information System (MACRIS) - <http://mhc-macris.net/>
- National Register of Historic Places - <https://www.nps.gov/subjects/nationalregister/index.htm>
- National Register of Historic Districts & Landmarks Interactive Map - <https://salem.ma.maps.arcgis.com/apps/PublicInformation/index.html?appid=631be8abcc604c548f3a5b64d7c142c3&extent=-70.9195,42.5069,-70.8662,42.5339>
- Salem local historic districts map - [https://www.salem.com/sites/g/files/vyhli3756/f/uploads/lhd\\_2019.pdf](https://www.salem.com/sites/g/files/vyhli3756/f/uploads/lhd_2019.pdf)

or contact the City of Salem Department of Planning & Community Development for assistance.

For more information, the flow chart on the next page details the steps to determining whether your historic preservation project qualifies for CPA funding (please also refer to the CPC’s Evaluation Criteria).

*Forest River Pool and Bathhouse  
Before and After*





## 2. Community Housing

Salem is a vibrant city with a complex history. As the city continues to evolve, it undergoes changes that increase its diversity and wealth, but also present challenges. The cost of housing and the shortage of available affordable housing for low- and extremely low-income households represent one of Salem’s greatest needs. Per the 2019 ACS estimate, Salem’s population is 48 percent low- to moderate-income persons. In July, 2021, the MA Department of Housing & Community Development calculated Salem’s Chapter 40B subsidized housing inventory at 12.59%.

Housing costs have continued to rise and Salem, like other communities, is currently unable to meet the demand for affordable housing. Since 2010, the median sales price for a home in Salem has increased 49%, while the Salem family median income only rose 8%. In 2019, a renter’s median income was approximately \$40,516 and a homeowner’s median income was approximately \$100,548. Also, in 2019, around 48% of Salem households had incomes below 80% of the Area Median Income (\$113,300) and 38% (approximately 6,995) of all households were spending more than 30% of their income on housing. In 2019, those with a median income could afford to buy a house selling for \$276,000. However, the 2020 median condo price was \$385,000 and the median Single Family home was \$490,000, creating an affordability gap of

between \$109,000 and \$214,000. In order to afford the 2019 median condo price, a household would need to earn \$100,387 a year, yet 54% of Salem residents earned less than \$75,000 per year. In 2019, the average rent for a two-bedroom unit was \$2,014/month. However, the average renter can afford a monthly rent of just \$1,013. In addition, as of July 2021, Salem has 2,391 housing units that are deed restricted to affordable levels. However, 530 of these restrictions will expire by 2032.

Section 2 of CPA legislation defines community housing. The United States Department of Housing and Urban Development (HUD) income guidelines are used to determine who is eligible to live in the affordable housing units developed by communities with their CPA funds. Housing developed with CPA funds may be offered to those persons and families whose annual income is less than 100 percent of the area wide median income, as determined by HUD. Please note, though, that communities may choose to limit certain housing units created with CPA funds to those persons and families earning less than 80 percent of the area wide median income annually, as determined by HUD. This allows communities to include these units on their Subsidized Housing Inventory (SHI) with the state. Projects will require the filing of a permanent Affordable Housing Restriction on the property at the Registry of Deeds that has been approved by the MA Department of Housing and Community Development.

CPA funds may be spent on the acquisition, creation, preservation, and support of community housing, and for the rehabilitation or restoration of community housing that has been acquired or created using CPA funds. The CPA requires that whenever possible, preference be given to the adaptive reuse of existing buildings or construction of new buildings on previously developed sites. Use of CPA funds will require that the Property enter into an affordable housing restriction for a minimum of 30 years (if CPA funds are used for acquisition, a permanent restriction). Restrictions shall be for those persons and families whose annual income is less than 80 per cent of the area-wide median income. The area-wide median income shall be the area-wide median income as determined by the United States Department of Housing and Urban Development.

### **3. Open Space**

Section 2 of the CPA legislation defines open space. It includes, but is not limited to, the following:

- Land to protect existing and future well fields
- Aquifers, recharge areas, and watershed land
- Agricultural land
- Grasslands, fields and forest land
- Fresh and salt water marshes and other wetlands
- Ocean, river, stream, lake and pond frontage
- Beaches, dunes, and other coastal lands
- Lands to protect scenic vistas
- Land for wildlife or nature preserve
- Land for recreational use (see separate category information, below)

CPA funds may be spent on the acquisition, creation, and preservation of open space, and for the rehabilitation or restoration of any open space that has been acquired or created using CPA funds. It is important to note that a permanent deed restriction is required for all real property interests acquired under CPA. This restriction must be filed at the Registry of Deeds as a separate instrument, such as a Conservation Restriction (CR) or Agricultural Preservation Restriction (APR), and until this step has been completed, the terms of the CPA acquisition have not been technically fulfilled.

For non-City property, projects will also require the filing of a permanent restriction on the property at the Registry of Deeds that has been approved by the Executive Office of Energy and Environmental Affairs. Project proponents will be required to provide title information and a metes and bounds legal description.

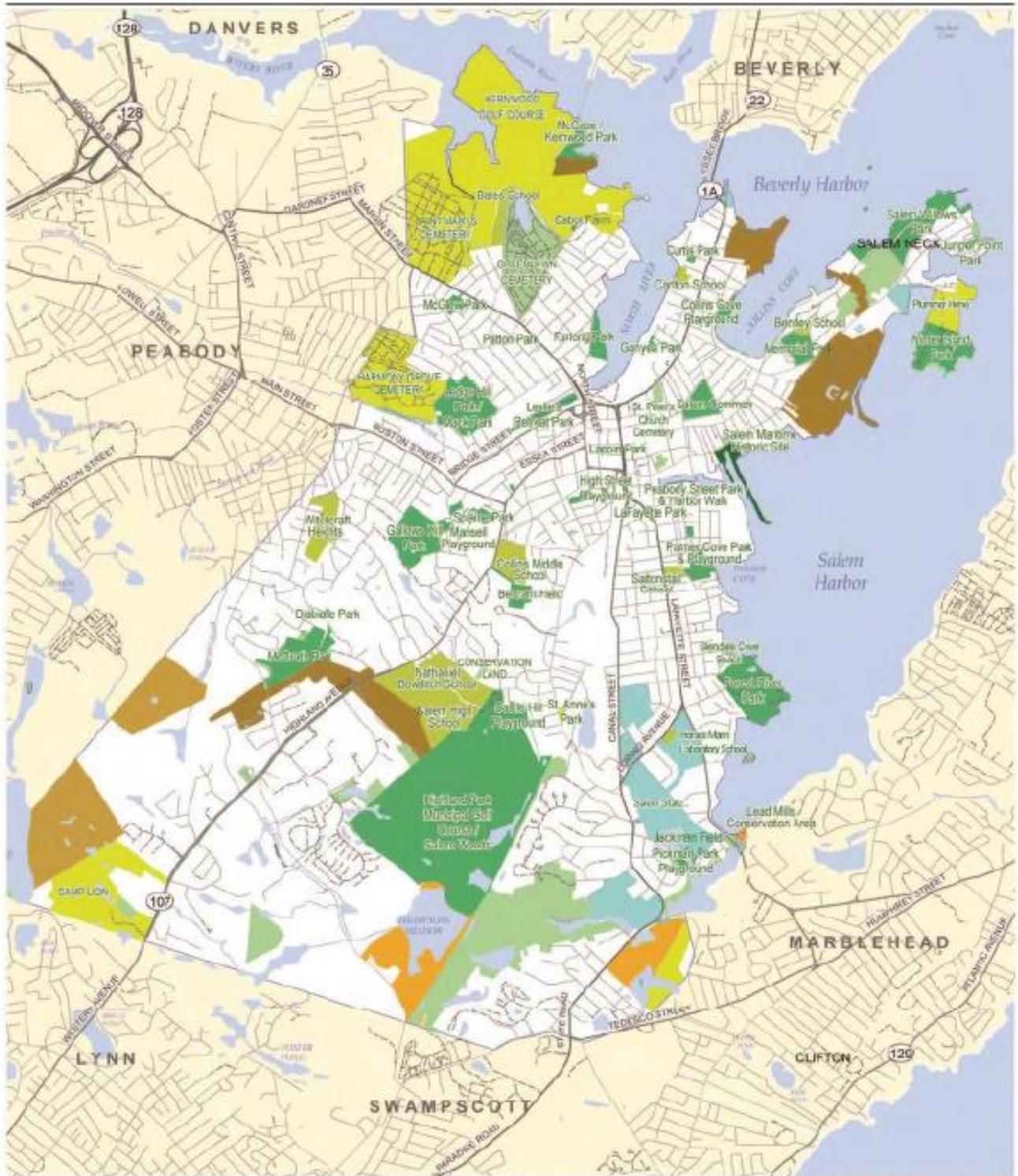
On the next page are maps from the [2015 Open Space and Recreation Plan Update](#):

- Open Space Inventory; and
- Scenic Resources and Unique Environments.



*Ryan Brennan Memorial Skate Park  
Before & After Photos*





**Legend - Open Space Ownership**

- |  |  |
|--|--|
| <span style="display:inline-block; width:15px; height:15px; background-color:#008000; border:1px solid black;"></span> City Owned Parks      | <span style="display:inline-block; width:15px; height:15px; background-color:#006400; border:1px solid black;"></span> US. of A (Nat'l Park)             |
| <span style="display:inline-block; width:15px; height:15px; background-color:#90EE90; border:1px solid black;"></span> City Owned Open Space | <span style="display:inline-block; width:15px; height:15px; background-color:#ADD8E6; border:1px solid black;"></span> Commonwealth of Mass.             |
| <span style="display:inline-block; width:15px; height:15px; background-color:#9ACD32; border:1px solid black;"></span> City Owned Schools    | <span style="display:inline-block; width:15px; height:15px; background-color:#FFFF00; border:1px solid black;"></span> Open Space (private or religious) |
|  | <span style="display:inline-block; width:15px; height:15px; background-color:#FFA500; border:1px solid black;"></span> Town of Marblehead                |
|  | <span style="display:inline-block; width:15px; height:15px; background-color:#8B4513; border:1px solid black;"></span> City of Peabody                   |
|  | <span style="display:inline-block; width:15px; height:15px; background-color:#FFDAB9; border:1px solid black;"></span> Town of Swampscott                |
|  | <span style="display:inline-block; width:15px; height:15px; background-color:#654321; border:1px solid black;"></span> Utility Owned                     |



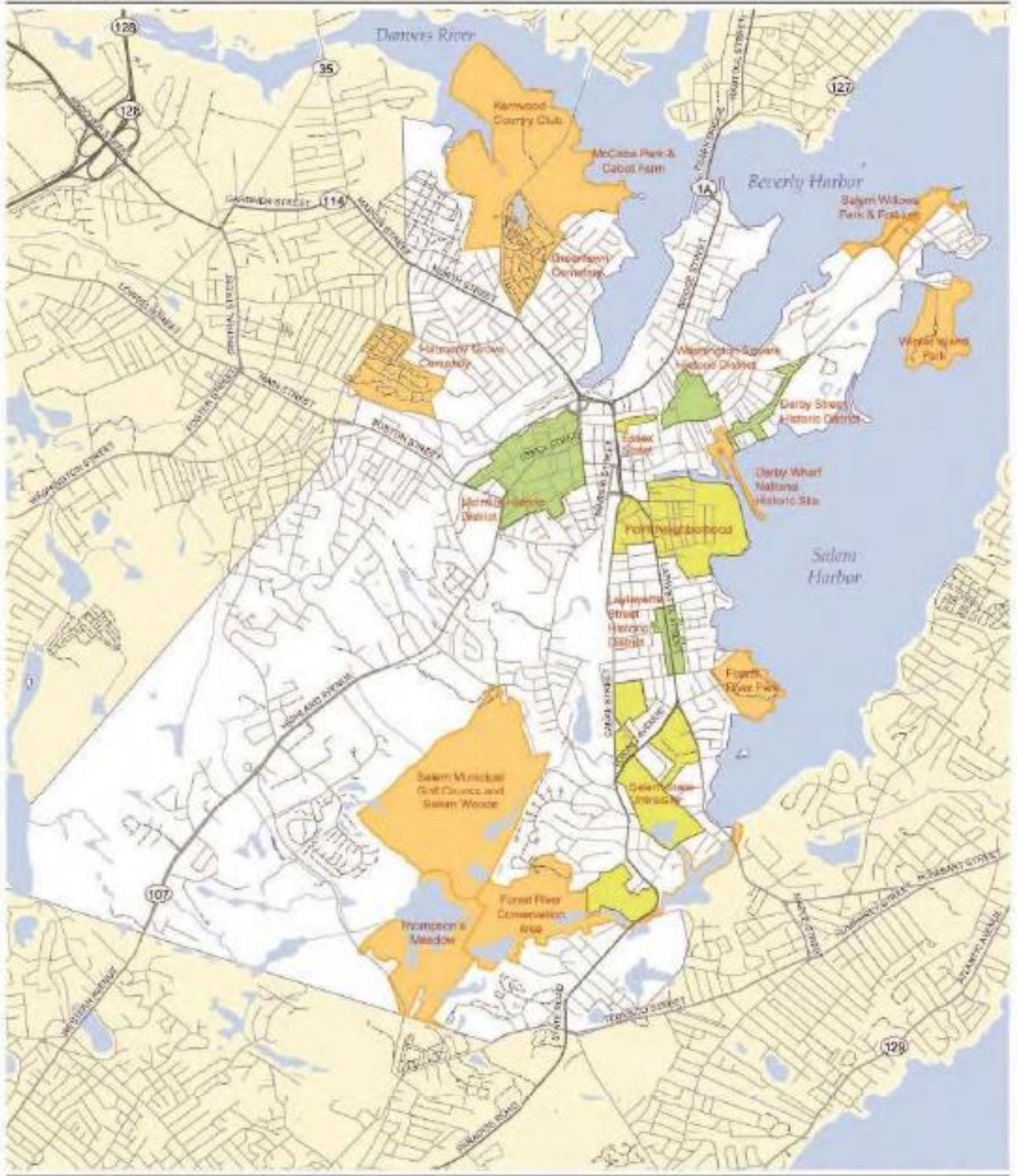
City of Salem Open Space and Recreation Plan Update 2015

**Salem Open Space and Recreation Plan**

**Map 6**

**Open Space Inventory**

Data Sources:  
 City Parks - City of Salem  
 Protected and Recreational Open Space - MassGIS



- Legend**
- Cultural Areas/Resources
  - Scenic and Unique Environments
  - Historic Districts



City of Salem Open Space and Recreation Plan Update 2013

**Salem Open Space and Recreation Plan**

**Map 5**  
**Scenic Resources and Unique Environments**

Date Sources:  
 City Parks - City of Salem  
 Protected and Recreational Open Space - MassGIS

#### 4. Recreation

Section 2 of the CPA legislation also defines land for recreational use. The focus for CPA recreational projects is on **outdoor** passive or active recreation, such as (but not limited to) the use of land for:

- Community gardens
- Trails (but not paved functional sidewalks)
- Noncommercial youth and adult sports
- Parks, playgrounds or athletic fields.

CPA funds may not be spent on ordinary maintenance or annual operating expenses; only capital improvements are allowed. In addition, CPA funds may not be used for horse or dog racing facilities, or for a stadium, gymnasium, or similar structure. This prohibition has generally been interpreted to mean that CPA funds are limited to outdoor, land-based recreational uses and facilities.

CPA funds may be used for the acquisition of land to be used for recreation, or for the creation of new recreational facilities on land a community already owns. Rehabilitation (capital improvements) of existing, municipally-owned recreational land is allowable, such as installation of trails for walking, hiking, horseback riding or skiing; installation of water lines and pathways in community gardens; installation of irrigation lines for athletic fields; installation or replacement of playground equipment, and other capital improvements to the land or the facilities thereon to make them more functional for their intended recreational use. Installation of restrooms of municipally-owned outdoor recreational facilities, such as athletic fields or a swimming pools, is allowable as rehabilitation of land for recreational use, provided the restrooms make the land or related recreational facilities more functional for the intended use, but not for the installation of restrooms in a building or facility that services purposes unrelated to the outdoor recreation purpose. CPA funds may be used for the creation/installation of non-commercial athletic fields, outdoor tennis and basketball courts, golf courses, outdoor swimming pools and soccer fields. CPA funds may also be used to acquire land held for railroad purposes to be used by the City for recreational use as a rail trail as defined in section 35A of chapter 82.

Prohibited is the use of CPA funds for tennis rackets, basketballs, golf carts or other recreational equipment, the use of land for horse or dog racing, the use of land for a stadium, gymnasium or similar structure, indoor community recreational facilities, or for the acquisition of artificial turf for athletic fields. Communities may still use their CPA funds for other aspects of a field project, but must appropriate non-CPA funds to acquire the artificial turf surface.

Non-city projects will require the filing of a permanent restriction on the property at the Registry of Deeds.

## **C. Plans, Studies and Other Public Documents**

As applicable, project proponents submitting funding applications should provide evidence that the project proposed for CPA funding is consistent with the recommendations of the most current and relevant planning documents that have received public scrutiny and input. The CPC encourages regional proposals.

Located at <http://www.salem.com/planning-and-community-development/pages/studies-and-reports> are numerous studies and reports that have been developed and vetted through public processes. Such plans are incorporated in this Community Preservation Plan by reference. Some of the recommendations are potentially eligible to be funded through CPA. It is useful to summarize the relevant needs, goals and recommendations of some of these plans (see excerpts below - most with plan links).

### **1. Greenlawn Cemetery Master Plan**

Greenlawn Cemetery is Salem's largest and only active place of interment, covering 55.8 acres in North Salem. Established in 1807 as a small burying ground, Greenlawn was transformed in the mid-19th century after enlargement and embellishment in the Rural or Garden Cemetery style. Today, the cemetery doubles as a passive recreation site, frequented by neighborhood walkers, dog-owners, and nature-lovers. Visitors treasure Greenlawn for its beauty and solemnity, and for the stories it tells through the thousands of tablets and monuments commemorating individuals associated with 200 years of Salem's history. In 2015, the property received recognition for its diverse collection of tree species, through designation as a Level I Arboretum. Two years later, Greenlawn achieved status on the National Register of Historic Places, cementing the property's significance as an historic resource.

Yet despite these honors, Greenlawn suffers from decades of minimal maintenance. The hundreds of trees have received limited care, many are diseased or dead, and aggressive less-desirable species have encroached valued ones. An aged drainage system has malfunctioned, resulting in slope erosion, roadway heaving, and poor water quality in the two ponds. Historic structures, including the Dickson Bridge and Steps, and culvert at the cemetery's far north end, stand in deteriorated condition. Sales of burial plots have been the primary source of money to care for the landscape, and today Greenlawn is running out of interment space. To address the cemetery's condition, the Salem Cemetery Commission identified the need develop a long-term plan for Greenlawn, one that would guide future improvements, identify options for expansion, and spell out measures for long-term management and care. In developing this, the City aimed to restore the character and quality of the historic landscape, funding this effort, in part, through the development and sale of new, sensitively designed interment sites.

In addition to landscape restoration recommendations, the study included the following recommendations:

- Restore cemetery ponds
- Restore landscape structures including Sargent Pond culvert, Dickson Bridge and Dickson Steps
- Conserve historic headstones

## 2. Preservation Plan for the Broad Street Cemetery (2020)

The Broad Street Cemetery, established in 1655, is Salem's second oldest burial place and a contributing resource to both the Chestnut Street National Register Historic District and McIntire Local Historic District. The property holds several hundred gravestones, monuments and tombs dating from the late 17th century into the 20th, marking the burials of many prominent Salem families including Pickering, Lambert, Dodge and Goodhue, as well as veterans of several wars. The property also serves as a passive recreation space to the dense surrounding neighborhood, providing a grassy, shady spot for strolling, resting and picnicking.

The period of significance for the cemetery extends from 1655 to 1900. During this time, Salem established the burial ground, enclosed it with granite walls and iron picket fencing, created two formal entrances and connected them with a carriage road. The City graded the north slope making a series of terraces and constructing between 80 and 95 tombs. Several species of trees were planted to further embellish the landscape, providing dignity to the final resting places for many generations of Salem families. All efforts to preserve the cemetery should reflect this 245-year period.

The study offered the following preliminary recommendations:

Future preservation efforts at Broad Street Cemetery will involve each of the four treatment methods outlined by the United States Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes (1996). They include:

- *Preservation*, where existing form, integrity and materials of the landscape will be sustained;
- *Rehabilitation*, where features in the landscape will be repaired or altered to make their use compatible with the landscape's historical value;
- *Restoration*, where landscape features will be returned to their original form; and
- *Reconstruction*, where landscape features no longer extant will be restored.

Based on the preceding assessment, the following preliminary recommendations should be considered for the Preservation Plan. Note that the recommendations do not appear in order of importance or priority.

- Restore the iron picket fencing and sets of gates along the north edge; reconstruct the missing Winthrop entrance gate; clean and straighten the granite coping supporting the fence;
- Stabilize, as needed, the granite block retaining walls lining the east and west cemetery edges, including cleaning and repointing, as required;
- Remove the wood picket fence along the south edge and replace with a steel picket fence of a style complementary to the iron fence along the north edge;
- Work with the City to designate on-street parking spaces (Summer and/or Winthrop) for use by visitors to the cemetery;
- Re-establish the carriage path connecting the east and west gates;
- Stabilize the slope leading from the lower section of the cemetery to the higher section;
- Remove any diseased or dying trees, as well as any volunteer invasive species (such as Norway maple);
- Develop a plan to replace trees with species appropriate to the two historic cemetery styles;
- Expand and enhance the pollinator garden, integrating the design of the garden with other cemetery needs (such as screening);
- Stabilize the tombs per the recommendations of the historic structures assessment;

- Conserve the gravestones and monuments identified in the assessment in need of treatment;
- Restore the historic family plot enclosures;
- Restore the eighteen cast iron tomb markers along the north edge;
- Work with the City and developer of the former High School/Senior Center building (5 Broad Street), as well as owners of other Broad Street buildings (1 and 3) to upgrade parking, pedestrian circulation and overall aesthetics of the north edge;
- Develop a sign program to (1) welcome visitors; (2) explain the cemetery's historical importance; (3) outline cemetery rules and regulations; and (4) direct visitors to prominent features within the cemetery. As part of this program, design an interpretive program for those visitors who cannot access the upper slope.
- Develop a plan for securing the cemetery from vandalism and inappropriate uses, including installing lighting and security cameras.

### **3. Housing Needs Assessment (2020)**

The Salem Housing Needs Assessment is intended to assist the City in understanding current and future housing needs and will lay the groundwork for the City to prepare an updated Housing Production Plan to identify community goals and strategies for housing production. The needs assessment provides a detailed description of the population and housing characteristics for the City of Salem.

#### **KEY HOUSING NEEDS:**

Local policies and resource allocation including zoning tools, local initiatives, and direct assistance programs, can help the City address its most urgent housing needs. This analysis indicates that the most urgent housing needs in Salem are as follows:

1. More deeply affordable rental units that are affordable to households with extremely low income – at or below 30 percent AMI – and more rental units priced between \$500-\$950 monthly rent that are affordable for households at or below the City's median renter income (\$37,776)
2. Smaller housing units – both affordable and market rate – including single-room occupancy (SRO), studio, one-bedroom, and two-bedroom units as well as accessory dwelling units and service-enriched housing
3. More affordable ownership opportunities (including condos and single-family houses) with sales prices at or below \$240,000 (a price point affordable to households with the City's median household income)
4. Robust and widespread financial assistance to property owners for rehabilitation of older housing units occupied by low-moderate income (LMI) households including improvements for code compliance, safety, and energy efficiency to reduce utility costs
5. Partnerships and state assistance to preserve existing affordable housing units

Note: This assessment did not include an analysis of special needs including for individuals with disabilities and/or the need for supportive, transitional, and permanent housing for unhoused and at-risk individuals and families.

### **4. Bridge Street Neck Neighborhood Vision Update Study (2020)**

This study seeks to establish a community supported vision and to make recommendations that support the vision. As part of a neighborhood planning effort, the City, local residents, business owners, and other stakeholders of the historic Bridge Street Neck Neighborhood have come together to develop a future vision for the area. The work builds upon previous planning efforts and incorporates analyses of existing conditions, opportunities and challenges the neighborhood

faces. The plan begins with a discussion of relevant planning efforts, both past and present. It then provides existing conditions, including existing regulatory framework (i.e. zoning) which help frame the context and also helped inform community input. Recommendations include regulatory changes (e.g., zoning and other ordinances), as well as priorities for public investments. Principles supporting the vision included:

Maintain housing affordability. As Salem becomes an increasingly popular place for people to live, rising housing prices threaten to displace existing residents and limit who is able to afford to move to the community. A number of efforts can help ensure Bridge Street Neck remains affordable.

Invest in public spaces. Open spaces such as parks and beaches should be well-maintained and, where needed, access should be improved. Programming and events can help make these spaces more vibrant and well-used.

A strong sense of identity. The neighborhood should take advantage of its location, unique assets, history, and architecture to position itself as a distinct neighborhood within Salem. This includes everything from the types of buildings retained and developed to wayfinding that showcases the neighborhood's history to programming of arts/culture activities.

### **3. City of Salem Five-Year Consolidated Plan (2020)**

Through the Needs Assessment process and Market Analysis, the City identified several priorities in the areas of housing, economic development, public services and neighborhood improvements.

- Salem needs more housing that is affordable to people of all income levels and household types, including accessible housing and housing with supportive services. The disparity between income and the cost of housing in the city and the region and a shortage of affordable housing units are the two greatest challenges to meeting the needs of the constituent population.
- Salem has identified needs for social services, including transportation, nutrition, housing advocacy, legal services, education, employment, childcare, crime prevention, youth, teen and adult programming, emergency funds for homelessness prevention, mental health services, and substance abuse prevention and treatment, as well as programmatic navigational support for seniors and new immigrants, and access to continuous programs and services.
- Salem residents in moderate and low-wage occupations struggle with the high cost of living, while other residents are commuting long distances outside of Salem to reach higher paying jobs. Job training, ESL classes, and other work-readiness programs would help to match the available workforce with living-wage jobs in the region. Economic development initiatives would help to increase and maintain quality employment opportunities for low- and moderate-income residents in Salem. Business recruitment, coordination, and technical and financial assistance would support and maintain a vibrant economy and help to build small businesses in the city.
- Improvements to streets, sidewalks, parks, and public spaces would help to improve the quality of life in areas of the city with concentrations of low- and moderate-income households, as well as to improve the accessibility of the city's public realm for seniors and persons with disabilities.

#### 4. Gallows Hill Park – Plan Presentation (2019)

##### Goals:

- Create entrance statement that marks Gallows Hill Park as a destination
- Design a central gathering space around the renovated skatepark and playground
- Raised memorial to give prominence
- Provide more seating and shade trees
- Improve pedestrian circulation
- Improve parking lot (striping and organization)
- Include a visitor drop off area
- Add rain gardens to receive water from parking and any hardscape
- Create high school regulation size baseball field with irrigation
- Improve trailheads and trails

#### 5. Salem Willows Park Restoration – Plan Presentation (2019)

##### General Recommendations:

- Willows Operation & Maintenance Plan
- Removal of Dead and Unsafe Trees (per Tree Inventory)
- Replace Trees Where Appropriate
- Maintenance and Hazard Pruning of Trees (per Tree Inventory)
- Create Integrated and Safe Facilities for Pedestrians, Bicyclists and Vehicles
- Stormwater Upgrades Including Green Infrastructure
- Incorporate Areas of Native Plantings
- Fence and Guardrail Repairs/Replacements •Signage Improvements and Updates
- Small Repairs to Willows Buildings

##### Additional Recommendations:

- Seawall Improvements
  - Willows Beach
  - Yacht Club
  - Pier 1
  - Pier 2
  - Right of Front Beach
- Pier Improvements
- Park Lighting / Electrical Improvements
- Pavilion A Grading Improvements
- Pavilion C – Stair Improvements
- Band Shell Ramp Improvements
- Hut Wall Guardrail
- Clam Shack Accessibility and Historic Integrity Improvements
- Seawall Improvements
  - Dead Horse Beach
  - Restaurant Row
- Repair Erosion/ Subsidence Above Clam Shack Seawall
- Restoration of O’Keefe Memorial Field
- Improvements to Restaurant Row (Narrowing, Sidewalks, Crosswalks)
- Fort Lee Parking Lot Improvements
- Creation of Dedicated Picnic Areas
- Fort Avenue Curb and Sidewalk Improvements

6. [\*\*\*Bertram Field Design Development Manual \(2019\)\*\*\*](#)

The report provides recommendations regarding facility improvements to the Bertram Athletic Field. It addresses four areas: concessions, public amenities, locker facilities for athletic participants, and barrier-free access to the press box in order to achieve the goal of a state-of-the-art athletic facility for the City of Salem.

Overall Design Criteria:

- Sustainable design and Net Zero Energy facility
- Separate pedestrians from vehicle access to the entry
- Separate the athletic changing area from the public amenity spaces
- Protect visitors from inclement weather by providing semi-sheltered areas
- Provide outdoor grilling area for informal food preparation
- Improve the architecture to present a unified, thematic aspect to the entry and the various facilities
- Provide a location for public art installations
- Provide 25 women's toilets and 16 men's toilets/urinals.
- The concessions stand will provide snacks and beverages. Pizza, hot dogs, and pre-packaged foods will be served. Hot beverages will be provided.
- The athletic changing facility will provide space for teams to prepare and gather away from the spectators.
- Provide accessibility to the press box.

7. [\*\*\*Palmer Cove Park – Public Meeting Presentation \(2018\)\*\*\*](#)

Design Goals include:

- Strengthen successful existing programs
- Provide improved waterfront connection
- Add opportunities for passive recreation
- Plan for resiliency to climate change

8. [\*\*\*Forest River Pool, Bathhouse and Associated Facilities Feasibility Study \(2018\)\*\*\*](#)

The feasibility study evaluated the existing conditions of the pool and bathhouse and developed a program for a preferred option (of 3 sites studied), initial cost, and a schematic layout for the proposed facility.

A pool evaluation by Weston & Sampson in 2017 determined that the existing pool can no longer be upgraded to meet current codes and is losing water continually. It has a large surface area with a lot of inefficient or under-utilized water surface. The bathhouse building is exhibiting signs of deterioration and as configured does not meet the needs of a modern bathhouse. Therefore, the existing pool and bathhouse have been closed due to the complete failure of the pool filtration equipment and deteriorated conditions of the bathhouse. The pool's physical condition, increasingly difficult maintenance, and non-code compliant features warrant the construction of a new swimming pool.

The reconstruction and renovation of the Forest River Pool facility will provide a unique opportunity to bring together the community in a dramatic setting while creating innovative solutions for a modern facility that preserves the character of the park. The project will focus

on the following aspects: 1. Sustainability Design – Net Zero or LEED 2. Resiliency – Move the program and new infrastructure further upland 3. Education – The new pool will incorporate opportunities for education, including coastal wetlands, history, and other topics 4. Accessibility – Universal Design for pools and bathhouse 5. Historic Preservation – The new pool will restore and modernize an existing historic resource 6. Increase Usability – The program and design will allow for usage throughout the year, particularly Spring and Fall. New pools will provide more usable water at appropriate depths than existing pool 7. Long term Operations and Maintenance – Considerations of O&M will be part of the process.

The consultant recommends two swimming pools to segregate pool programming and use; and allow use of one pool in the event that the other pool is taken out of service for cleaning. They also recommend constructing the pool at an elevation even with the bathhouse structure. This provides easy access for individuals with disabilities and eliminates the potential for flooding and damage by tidal surges and groundwater.

## 9. [Salem Bicycle Master Plan \(2018\)](#)

With over 100 infrastructure and policy projects identified, this Plan is a blueprint for creating a citywide environment that is safe and comfortable for people biking, regardless of their age or ability level. These changes hold the potential to transform daily transportation in Salem. With ever-growing traffic congestion and gridlock wearing on quality of life and the environment in Salem, one thing is certain: we cannot build our way out of traffic with car-focused streets. Through a well-connected network of high-quality bike infrastructure and supportive policies and programs, Salem will offer biking as a safe and convenient transportation option, making it easier and more appealing for large numbers of people to leave their car keys at home. The vision guiding this plan is based on five big ideas, identified below:

- i. Neighborhoods will connect to each other and downtown with comfortable bikeways along key arterials, including:
  - North Street
  - Bridge Street
  - Boston Street
  - Lafayette Avenue
  - Derby Street
  - Highland Avenue
  - Loring Avenue
- ii. The Salem Commuter Rail Station will be accessible via comfortable bike infrastructure from all approaches.
- iii. Salem will connect to Beverly, Marblehead, Lynn, and Peabody with on and off-street bikeable connections.
- iv. Recreational trails and parks will be easy to reach by bike for people of all ages, abilities, and backgrounds.
- v. Processes, regulations, and programming will embed biking into the daily decision making of City staff and officials.

## 10. [Imagine Salem Report \(2018\)](#)

A vision for Salem in 2026, its guiding principles focus on community, housing, employment, transportation and education. The following are the guiding principles for housing:

- Market rate housing should be affordable to people earning average wages.

- Housing for lower income households requires special accommodation to produce.
- Housing should be safe, healthy, and resilient.
- Housing designs must meet the varied needs of diverse residents, and there should be real housing choices for all.
- Housing should be part of a complete neighborhood.

#### 11. [Salem For All Ages: An age-friendly action plan](#) – November, 2016

In order for adults to remain living in their communities as they age, housing must be available, affordable, and designed to accommodate a range of physical abilities. Moreover, homeowners must be able to adequately maintain and repair their homes in order to stay in them safely. We envision a city that provides a continuum of safe, affordable and healthy housing options that provide the services and accessible design necessary to allow residents, regardless of income or housing type, to age in place. Excerpts of Recommendations & Action Steps:

Create supports to assist seniors with the maintenance of their homes to enable aging in place

- In order to streamline the permitting process for home modifications needed by seniors, create a separate “express permit line” for home modification permits.
- Generate a Master Plan for the maintenance of all Salem Housing Authority operated

As a vision for the future of an Age-Friendly Salem, creating more opportunities for seniors to engage in activities in outdoor spaces and parks as well as improving accessibility to public buildings are goals of the Salem for All Ages initiative. Excerpts of Recommendations & Action Steps:

Implement the 10-year parks and recreation master plan as well as monitor this process to ensure features and programming meet the needs of seniors in Salem

- Determine ways in which beaches and waterfront amenities can be made more accessible to older adults and persons with mobility limitations or for those who use assistive devices like walkers or wheelchairs. For example, create a publicly available beach wheel chair loan program or devise a beach access system that includes paved ramps with railings.
- Encourage the installation of public exercise equipment in Salem parks

#### 12. [Preservation Master Plan Update \(2015\)](#)

This Historic Preservation Plan Update serves as both an educational tool for fostering greater awareness and appreciation for Salem’s historic resources and the role these buildings, structures, objects, landscapes, and burial sites play in visually defining the City’s character and unique sense of place and a guidance document to prioritize local preservation efforts. The Plan summarizes opportunities and issues affecting Salem’s historic resources and community character and includes recommendations to address the City’s preservation needs. The Plan’s major topics, as provided below, each include several recommended actions.

- Promoting Salem’s History and Historic Resources
  - Educational Programming and Activities
  - Collaboration with Salem’s Preservation Partners
- Promoting the Economic Benefits of Historic Preservation

- Integrating the Arts and Historic Preservation
- Protecting Salem’s Historic Resources
  - Identification and Evaluation of Historic Resources
    - Salem’s Historic Resources Inventory
    - Archaeological Resources
    - National Register of Historic Places
- Protecting Salem’s Historic Resources and Historic Character
  - Preservation Restrictions
  - Salem’s Municipal Preservation Efforts
    - Salem Historical Commission
  - Strengthening Salem’s Historic Preservation Ordinances
- Other Preservation Tools Available to Protect Historic Resources
  - Protecting Individual Resources
  - Protecting Historic Neighborhoods
- Integrating Historic Preservation Objectives into City’s Zoning Development Review Process
  - Communication between City’s Boards, Commissions and Departments
  - One Stop Meetings
  - Site Plan Review
  - Special Permits and Variances
  - Urban Renewal Area
  - Entrance Corridor Overlay Districts
  - North River Canal Corridor Neighborhood Mixed Use District
  - Environmental Review
- Preservation and Management of City-owned Historic Resources
  - City-Owned Historic Buildings
  - City-Owned Cemeteries and Burial Grounds
  - City-Owned Historic Parks
  - Public Sidewalks and Infrastructure in Historic Areas
- Planning for Natural Disasters and Climate Change Impacts

### **13. Parks Master Planning and Needs Assessment Report (2015)**

The focus of the master plan effort was the development of a parks inventory and assessment of parks recreation facilities and athletic facilities throughout the city. The scope of this study includes evaluations, assessments and master planning for all of the city playgrounds, parks, athletic fields, hard court facilities, school yards, and similar types of recreation facilities. The four report volumes inventory and evaluate city parks, how they are used and how they are maintained. From that analysis they suggest that the city consider four general goals for improving the serviceability of its parks, increasing their usage and enhancing the image of the city of Salem:

**Maintain:** Consider the maintenance requirements of the parks and fund maintenance programs accordingly. As with every municipality, economic pressures directly affect the quality of facilities available to the public. Parks and public works staff frequently live in an environment where resources are limited, and where no amount of creativity or ingenuity can make up for too few resources. The City should consider expanding a few key staff resources to eliminate the use of various vendors that are currently hired for maintenance work. Some staff expansions that could be considered would include dedicated, specialized crews – a city tree crew, a city turf grass crew and a floating general maintenance crew.

Arrange: Park uses can be re-arranged between city parks to make the best use of resources, prevent scattering maintenance tasks through the city and concentrate certain uses in the centralized areas, which best exploit adjacent infrastructure. Tennis facilities should be limited to only a few locations in the city, and the amount of courts at those venues increased to allow tennis instruction, coaching and programs. Consideration of a similar consolidation of some basketball courts may also be appropriate. Strong consideration should also be given to moving school uses onto campus or to adjacent properties, reducing busing costs, increasing field availability to schools and freeing up needed space at city parks.

Improve: The facilities at some city parks are outdated, undersized or under maintained. As a result, these facilities are also under-utilized. Improving the conditions at city parks will attract use and users (and increase maintenance needs). Accessible pathways and walking loops were a strong need according to the on-line survey. Providing appropriate lighting is one improvement that should be considered that allows safe use after dark, when people are home from work and using city parks. This report has documented the need to improve athletic facilities and play areas at city parks. This report also asks the city to consider improvements to certain parks in order to improve ‘walkability’, safety and access.

Expand: Growth is an important aspect of any economy, even the economy of recreation. The growth of city parks is a reflection of the image and prosperity of a city. Walkable cities with linkages to public transportation are known to attract young active residents. City staff should remain aware of key opportunities to add the cities inventory of parks, and should be allowed to advocate for their purchase. Important areas of expansion in Salem include any linkages and expansion between downtown and the city’s historic waterfront, dedicated bike paths, especially those that provide a 2 or 3 mile walking loop, opportunities for new parks in West Salem and opportunities to add full size multipurpose rectangular athletic fields to the cities inventory.

#### **14. *City of Salem Open Space and Recreation Plan Update: 2015-2022 (2015)***

Goal: Maintain & Improve Existing Public Spaces and Recreational Facilities.

Objective: Increase park and open space maintenance to sustainable levels, prioritize and focus on neglected areas

Actions:

- Implement Winter Island master plan:
  - Barracks bldg. rehab
  - Hanger rehab.
  - Ft. Pickering restoration
  - USCG hanger plaza
  - Improve paths and walkways
  - New park furnishings and amenities
  - Infrastructure improvements
- Repair/improve picnic areas at McCabe Park.
- Improve tennis and basketball courts at parks throughout the city.
- Replace & repair park benches & tables on a regular basis.

Objective: Expand Recreational facilities and programming at existing sites and identify new opportunities.

Actions:

- Improve & maintain hiking trails in Forest River conservation area and Highland Park/Salem Woods.
- Evaluate need and feasibility of drinking fountains at parks, using current technology. Consider Mary Jane Lee park as trial installation.
- Find locations, pursue funding and construct additional playing fields and playgrounds.
- Identify opportunities for creating open space and playground facilities in dense neighborhoods that lack such opportunities.
- Look for opportunities for new park/playground in West Salem
- Consider creation of a new dog park to address overuse of the current dog park at Leslie's Retreat Park.

Objective: Establish stewardship programs to encourage community engagement and participation in park and open space improvements and maintenance activities.

Actions:

- Work with Salem community gardens to site gardens within walking distance of each neighborhood.
- Support and cooperate with parks "friends of" organizations.
- Establish a program for enhancing protection of land owned by the Conservation Commission, such as the Forest River trail.

Objective: Increase public street tree and landscape maintenance (street trees)

Actions:

- Provide funding for DPS and tree warden to inventory, restore & add street tree planting pits and trees
- Remove invasive species and poison ivy
- Maintain, replace and add trees in parks

Objective: Provide mixed uses in parks for all age groups and abilities.

Actions: Inventory park needs as part of 2015 Recreation Facility Needs Assessment and act on recommendations

Objective: Create more walking / biking /running trails and linkages throughout city

Actions: Update bicycling master plan to analyze city streetscapes and park linkages to identify the best linkages and locations

Objective: Install & maintain automatic irrigation systems at select parks & athletic field facilities

Actions: Include funds for irrigation systems in conjunction with any field renovations where appropriate

Objective: Include public art as part of any park or facility renovation or expansion

Actions: Coordinate parks and open space projects with public art commission to identify projects and funding sources.

Goal: Develop and Implement a Capital Improvement Program

Objective: Identify key maintenance and improvement needs in City recreational facilities.

Actions: Repair and improve items as necessary.

Objective: Explore alternative means for funding park maintenance and improvements.

Actions:

- Pursue grant opportunities to enhance City parks and playgrounds.
- Seek to establish public/private partnerships

Goal: Protect Open Spaces and Acquire More Open Space When Possible

Objective: Acquire key parcels and sites for multi-purpose trails, scenic views, and visual access to the water.

Actions: Acquire old railroad rights of way for multi-purpose trails.

Objective: Assess historic resources and prioritize improvements to protect those resources that are most endangered.

Actions:

- Support Salem Historical Commission and Historic Salem Inc. efforts to identify and protect their designated “endangered” historic sites.
- Maintain, Restore and enhance Salem’s Historic Cemeteries, and their unique features including fences, headstones, etc.

Objective: Provide consistently high standards for “symbolic landscapes.”.

Actions:

- Plant new trees in parks
- Continue the program for regular tree replacement and planting with a goal on increasing tree canopy at Salem’s parks and open spaces.

Objective: Protect examples of Salem’s ecological diversity.

Actions: Proactively eradicate invasive species at City parks, open space and wetlands.

Objective: Identify and plan for acquisition of key properties for parks and open space.

Actions:

- Identify desirable parcels not owned by the City that are located in key locations and identify the current owner. If purchase and sale is not possible, speak to the current owner about developing a conservation restriction on the property.
- Identify desirable parcels for acquisition that would improve existing park usage or access

Goal: Improve Public Access, Security and Awareness

Objective: Improve signage to direct people to the parks and to help orient them within the parks.

Actions: Apply City wide signage program to install, repair and update entrance signs installed at Salem’s park facilities.

Objective: Update equipment and park surfaces/ access to comply with current safety and ADA standards.

Actions: Implement and update improvements identified in the ADA self- assessment as park improvements are undertaken, and provide accessible playground facilities.

Objective: Expand bike paths and designated routes to connect to downtown and surrounding communities.

Actions:

- Create interconnecting trail system linking schools and parks on roadways and by off road routes (bike paths).

- Purchase and install bike racks throughout downtown, schools, and parks.

Objective: Increase and improve access to the water improve signage directing people to the waterfront.

Actions:

- Identify and improve access points such as public boat launches and provide required parking, signage, and other amenities.
- Continue to work toward implementation of a continuous Harborwalk.

Objective: Increase security at Salem Parks

Actions: Install lighting in parks to increase night visibility

Objective: Improve access to Parks

Actions:

- Update parks to be accessible to all age groups and abilities
- Maintain & upgrade walks, linkages and amenities for accessibility

Objective: Consider Climate Change when planning for parks and open space improvement and acquisition

Actions:

- Salem Climate Change Vulnerability & Assessment Plan should be consulted when considering development in low lying or flood prone areas.
- Consider projected future expansion of flood areas when locating parks, recreation areas and open space

## 15. Salem Housing Needs and Demand Analysis – July, 2015

This report provides an overview of the current demographics of Salem, the existing housing stock, projected changes in housing demand over the coming decades, and the types of new housing that are needed to meet that need. Many portions of this analysis make reference to or include MAPC projections data. These projections include two scenarios for regional growth. Each scenario reflects different assumptions about key trends. The “Status Quo” scenario is based on the continuation of existing rates of births, deaths, migration, and housing occupancy. Alternatively, the “Stronger Region” scenario explores how changing trends could result in higher population growth, greater housing demand, and a substantially larger workforce.

Projected Development Demand:

MAPC projects that the current population of Salem, 41,320 people, could grow by 2,348 to 5,559 by 2030. At the same time, household size has been on the decline, from an average of 2.24 persons per household in 2000 to 2.22 persons per household in 2010. Under the Status Quo scenario, MAPC projects that the number of households will increase by 1,800 (10%) by 2030. Under the Stronger Region scenario, it is projected that the number of households will increase by 2,600 or 15%.

By 2020, Salem will need from 720 – 1,200 multi-family units and 210 – 260 single family units to keep pace with population growth and smaller households.

In total, by 2030, assuming the Status Quo scenario, Salem will need to produce a total of 1,900 units of housing to meet demand. However, according to the Stronger Region scenario 2,725 units (approximately 140 units annually) will be needed to meet demand.

**Housing Affordability:**

The intersection of demand (people) and supply (housing), as well as policy and planning priorities, helps determine housing affordability in a given community. One measure of affordable housing need is the number of households eligible for public housing assistance or housing subsidies. Under M.G.L. Chapter 40B, affordable housing units are defined as housing that is developed or operated by a public or private entity and reserved by deed restriction for income-eligible households earning at or below 80% of the area median income, which is \$98,500 for the Boston-Cambridge-Quincy, MA-NH HUD Metro Fair Market Rent Area. Additionally, all marketing and placement efforts for income-eligible households follow Affirmative Fair Housing and Marketing Plan guidelines per the Massachusetts Department of Housing and Community Development (DHCD). Housing that meets these requirements, as well as some market rate units that are in developments that include affordable housing, qualify for the Subsidized Housing Inventory (SHI). Chapter 40B allows developers of low-and moderate-income housing to obtain a comprehensive permit to override local zoning and other restrictions if less than 10% of a community's year-round housing inventory is included on the SHI. A municipality's SHI fluctuates with new development of both affordable and market-rate housing. The percentage is determined by dividing the number of affordable units by the total number of year-round housing units according to the most recent decennial Census. As the denominator increases, or if affordable units are lost, more affordable units must be produced to reach, maintain, or exceed the 10% threshold. Salem has reached that threshold. As of June 2015, 2,466 out of 18,998 units, or 13.0%, were included on the SHI. However, over the next five years, the city stands to lose up to 904 of these affordable units due to expiring deed-restrictions. If 904 units on the SHI were to expire, Salem would have a total of 1,562 units remaining on the inventory. The city's current 10% goal is 1,899 based upon the 2010 Total Year-Round Housing Units number. If the city achieves the projected 2020 housing unit total of 20,400 units (described earlier in this analysis), then a total of 2,042 SHI-qualifying units would be needed to meet the 10% target. If the 904 expiring units were lost from the current inventory, then the city would need to replace them with 480 additional SHI units by 2020. MAPC recognizes that this does not take into consideration potential forthcoming developments which may include affordable housing units nor does it include any potential efforts to preserve those units which are projected to expire by 2020

**16. [Salem Climate Change Vulnerability Assessment & Action Plan](#) – December, 2014**

Flooding currently occurs in the historic areas of Willows near Fort Lee, Emerton and Forester Streets, Derby Wharf/Maritime Historic Site, and Bridge Street. Flooding from storm surge may flood these areas more severely and frequently and may flood additional historically or culturally significant properties in the future. These are important assets for economic development and tourism

**APPLICABLE ADAPTATION STRATEGIES:**

- Evaluation of buildings for flood proofing opportunities. Evaluating the utilities and critical operations in the building is key to determining if they are at risk for flooding. An evaluation may include: assessing the building strength to determine if it may withstand flooding-forces; Understanding the likely flooding characteristics, such as the length of time a building is expected to flood; Determining the building location within established or future

flooding areas; Operational and maintenance initiatives that would to ensure flood proofing options are kept in working order.

- Re-site existing facilities outside future flooding levels, especially small structures or historic properties. By relocating properties into future non-flood areas, the City may avoid the extreme alterations required to protect the structure, risking loss of significant historic character. This strategy is to be considered for smaller structures due to the significant constraints and engineering considerations necessary to move a structure.
- Elevate a building's critical uses within the building. In existing buildings, utility equipment that is critical for functionality may be relocated to higher floors or elevated additions. Most building systems may be divided into two components: 1) main equipment and 2) distribution. One strategy is to strap or bolt equipment so it is designed to withstand wind and other forces. Elevating supporting distribution systems (ducts, supply lines, and piping) within the facilities may also help prevent flooding.
- Flood proof buildings to protect the existing buildings, critical systems and equipment. There are two techniques for flood proofing a building: "dry flood proofing" and "wet flood proofing". "Dry flood proofing" is applied to building entrances, windows and surrounding equipment rooms located within the flood prone area to ensure the area remains watertight. "Wet flood proofing" is another method were water is allowed to enter into the structure intentionally, but remains structurally sound and repairs are relatively easy to make.

#### 17. [Salem Public Art Master Plan - September, 2013](#)

The Public Art Master Plan outlines a wealth of exciting, innovative and community-building public art projects. Some of these opportunities are related to proposed construction projects in the Capital Improvement Plan. Many others address existing places. Public art can bring vibrancy to key civic places throughout Salem, including gateways, squares and historic walks that help to tie different areas together.

#### 18. [Vision and Action Plan for the Point Neighborhood in Salem 2013-2020 – August 2013](#)

The Salem Point Neighborhood Vision contains some actions that would potentially qualify for CPA funding.

##### **Environment, Open Space, and Recreation**

One goal is to make improvements that enhance the quality of public spaces, parks, and playgrounds in the Point – enhancing the resources that already exist so people who live and play in the Point can fully enjoy these resources, and supporting the creation of more opportunities for people of all ages to engage in athletic, educational, and creative activities in the neighborhood. Another goal is to explore opportunities for small and large-scale open space, natural resource, and recreation improvements. Examples that meet this goal include:

- Improve parks, open spaces, natural resources by making small and large improvements
- Continue to implement the Open Space and Recreation Plan actions in the Point
- Undertake improvements identified through the vision and action planning process
- Develop a revitalization plan for Mary Jane Lee Park
- Develop a revitalization plan for Palmer Cove Park
- Undertake improvements to Lafayette Park
- Revitalize 38 Palmer Street lot
- Improve neighborhood access to the waterfront behind Shetland Park

- Fix benches, replace sand in parks and plant trees in strategic areas

### **Housing and Economic Development**

Goals include enforcing regulations pertaining to housing quality and public health, connecting residents with existing housing resources, and helping secure new resources that will improve the diversity and quality of housing available for rent and for ownership in the Point. Examples that meet this goal include:

- Support development that includes a mix of housing, business, and offices uses in the Point and housing that is affordable to different incomes.
- Work with public and private developers to promote property reuse and redevelopment that is consistent with goals to provide affordable housing to people of different incomes and with respect to historic assets.
- Identify, purchase, and rehabilitate critical, blighted properties.
- Improve historic building facades.
- Encourage and advocate that new developments in other parts of the City of Salem include on-site affordable housing units to off-set the disproportionate presence of affordable housing in the Point neighborhood while still meeting the housing needs of the community.

### **19. Salem Winter Island Park Master Plan and Summary – September 2011**

Priorities identified in this Master Plan include the following:

#### **Proposed Early Action**

- |   |   |
|---|---|
| • Barracks and USCG Building (shell and structural improvements)      | • Bio cells, Moat/Rain Garden restoration |
| • Early infrastructure improvements                                   | • Community Gardens                       |
| • Gateway enhancements (sign, gatehouse, paving, lighting, plantings) | • Consolidation of RV sites               |
| • Bathhouse relocate/renovate   | • Consolidation of tent sites             |
| • Playground Relocation   | • Hangar Garage parking                   |
| • Parking & Circulation Improvements                                  | • Extended dock for kayak rentals         |
| • Grasspave Overflow Parking  | • Amphitheatre                            |

#### **Proposed Long Term Action**

- |                                    |  |
|------------------------------------|--|
| • The Barracks Building renovation | • Paths and walkways (including bike paths and scenic walking paths) |
| • The USCG Hangar Renovation       | • Park furnishings and amenities                                     |
| • Fort Pickering restoration       | • Infrastructure (sewer, water, electric)                            |
| • Hangar Garage Improvements       |  |
| • USCG Hangar pedestrian plaza     |  |

### **20. Salem Downtown Renewal Plan - 2011**

The specific objectives are:

- To eliminate and prevent the reoccurrence of blighting factors in order to restore conditions of health, safety, amenity and economic viability.
- To preserve and enhance historic architecture and resources which are valued contributors to the civic, cultural and economic environment of the Project Area.
- To accomplish a coordinated development of the Project Area which will promote the health, safety, general welfare and amenity of the City and its people, by preserving and enhancing the following:
  - a range of compatible uses, each well suited to its location;

- a diverse and consistently high quality architectural character expressing a range of periods and respecting the integrity of both historic and contemporary styles while avoiding derivative design;
- urban forms that respect the patterns of blocks, sidewalks, streets and open spaces that distinguish the compact, historic character of the area including the orientation of building frontages toward streets and public open spaces, varied scales among closely-spaced buildings, and the integration of off-street parking, if required, and vehicle access to substantially limit their visual impact from public vantage points;
- a complete network of active and vital sidewalks and pedestrian-oriented spaces activated by the entrances and uses along the ground floors of the buildings and through the interaction among the compatible designs of sites, buildings, landscapes and streetscapes.
- To develop and apply urban design criteria, standards and guidelines to the Project Area that will create a central city urban environment. The design criteria are sympathetic to and conducive of the preservation and enhancement of historic and architectural values and to the construction of new buildings and facilities compatible with the preservation and enhancement of such values. The design criteria shall be consistent with the needs of the City and its people for new and expanded residential and non-residential opportunities, services, facilities and amenities.
- To undertake activities and initiatives to accomplish public or private redevelopment of vacant or underutilized land and buildings, public open space and the infrastructure of streets, sidewalks and utilities consistent with the other purposes within this *Salem Downtown Renewal Plan*.
- To sponsor or participate in planning for areas adjacent to the Downtown Renewal Project Area and for the principal transportation and land use corridors that lead to and from the Downtown. The purpose of these activities is to encourage public actions that will reinforce the edges, approaches and gateways to the Downtown and promote the other purposes of this Plan.

**21. [Neighborhood Preservation District Study](#) - September, 2008**

The major purpose of the current study was to research the concept of Neighborhood Preservation Districts (NPD) and ways that it might best fit Salem's situation, prepare a draft ordinance and draft design guidelines for two neighborhoods, and create educational materials for the public. The study and its final products and recommendations relied heavily on public input, gained through a series of neighborhood meetings, stakeholder interviews, dedicated page on the City's website, and other means. The study provides recommendations that will help the City of Salem and individual neighborhoods determine if a NPD program is right for the city's neighborhoods and can function alongside the Local Historic District (LHD) program already in place. The final products included criteria for district designation, recommendations on areas for NPDs, sample design guidelines and boundaries for Bridge Street and Point neighborhoods and a draft NPD ordinance.

**22. [Salem Harbor Plan](#) – January, 2008**

Priorities identified include:

- New public open spaces in the South Commercial Waterfront area
- Additions to the Harbor Walk all along the harbor's edge
- New/improved pedestrian connections, walkways, and open spaces in the North Commercial Waterfront area
- Separate walkway/bike path out to Winter Island
- Facility improvements throughout Winter Island Park

- Re-use of the former Coast Guard hangar and barracks at Winter Island
- Fort Pickering and lighthouse improvements

23. [Old Town Hall Building Condition Assessment - May, 2007](#)

Old Town Hall is the earliest surviving municipal structure in Salem, Massachusetts (dating from 1816) and an outstanding Federal Style building. The second floor of the building, the Great Hall, has always been used as a public space and contained Town offices until 1837. The first floor was originally designed as a public market. An existing conditions analysis and structure conditions analysis were done in 2007 identifying critical needs of this historic structure. Since 2008, Gordon College has managed Old Town Hall on behalf of the City of Salem, and in doing so has maintained the building as a public venue that hosts a variety of events. Gordon College in cooperation with the City has addressed several maintenance and repair issues at Old Town Hall over the years as part of the goal to preserve this historic building and keep it operational. Numerous needs have not yet been addressed given the cost and scope of work to be done.

24. [North River Canal Corridor Master Plan – February 2003](#)

**Northwest**

- Promote long-term waterfront access along the Canal from Boston Street through the rear of the Goodhue parcels to Harmony Grove
  - Coordinate with the redevelopment of Goodhue parcels
- Improve image of canal edges
  - Replace chain-link along Bridge Street – between Flint and Grove - with quality fencing—include trees, widen sidewalks, etc.

**North**

- Extend access from Mason Street to canal edge— at key locations
- Consider redeveloping the Salem Suede site for housing and commercial
  - Seek maintaining portions of the historic industrial structures
- Improve and maintain views from the Mason Street neighborhood to canal
- Enhance the residential character and streetscape along Mason from North Street to Grove to strengthen Mason Street as a quality residential road.
  - Work with neighborhood to promote reinvestment including; new lawns, fences, façade improvements, and landscaping (\*\*probably only applicable to CPA if historic)
- Enhance Canal edge
  - Develop public private partnership to provide enhanced maintenance trees, sidewalks, benches, etc.

**Northeast**

- Improve pedestrian access along riverfront adjacent to Franklin Street—independent of redevelopment efforts
- Connect Franklin Street to the downtown area (via the MBTA station) with a quality pedestrian pathway
- Improve streetscape and sidewalks along both sides of Franklin Street and Furlong Park
- Seek opportunities to incorporate water-dependent uses—pursue efforts to clean up North River
- Expand play fields of Furlong Park

**Southwest**

- Improve the edges of Bridge Street and the canal
- Seek public-private partnerships for maintenance
- Replace chain-link with visually attractive fence
- Explore long-term expansion of Leslie’s Retreat Park on north side of canal from Flint to Grove

### **Leslie’s Retreat Park**

Strengthen character and identity of the park and surrounding streets—connect the park to the surrounding neighborhoods to the north and south

- Build programming into the park:
  - Work with City and other organizations to develop events, program, etc. to activate the park and its edges, to potentially include:
    - Children's playscape areas
    - Historic interpretive features
    - Improve access and safety to the Park by creating two new pedestrian access points at Bridge St.
      - One new access point between Flint and North Streets to connect the Federal Street neighborhood to the park via a pedestrian bridge
      - The second access point through the extension of Commercial Street to Bridge and the associated relocation of the existing entrance to the MBTA parking lot
      - Include safety measures at the edge of the canal to prevent people from falling in
      - Seek additional pedestrian bridge further east of the existing bridge, to directly link Downtown and Mason Street
- Improve Park Image
  - Solve park drainage problems
  - There is the potential for the Bridge Street reconstruction project to re-align Bridge Street so that it extends two-meters into the park. The Working Group and residents should continue to be involved with Mass Highway and the City to ensure that the design of Bridge St. complements the park edge and provides adequate pedestrian connections and landscaping

### **South**

- Improve pedestrian connections and access to Leslie’s Retreat Park
  - Pedestrian Bridge at the end of Lynn Street
  - An at-grade grade crossing near new eastern entrance
- Remove rail storage
- Enhance views and image of park

### **Southeast**

- Improve the waters’ edge and forge connections to Downtown, Franklin Street and Leslie's Retreat park—Trees, sidewalks, lighting, benches, plazas, etc.
- Restore Leslie's Retreat Plaque.
  - Work with local historian and stakeholders to identify appropriate new location for plaque.

### **Franklin Street Parcels**

- Seek expansion of water-dependent uses
  - The Working Group and City should continue to discuss what acceptable water-dependent uses are. While most acknowledged the desire to promote water-dependent uses, consensus was not reached as to which specific uses should be permitted.
- Access to the waterfront should be provided at several locations and along the length of the waterfront, from Furlong Park to North Street

- The City should review the status of the City owned parcels at North Street and adjacent to the river—to provide a new pedestrian walkway from Franklin to the MBTA Station
- Potential uses include
  - Improving and maintaining the existing uses
  - A potential mix of low density housing/commercial and retail
  - Additional open space along the waterfront
- Expansion of Furlong Park

**25. *Fort Lee and Fort Pickering Conditions Assessment, Cultural Resources Survey, and Maintenance and Restoration Plan - 2003: [Pages 1-88](#), [Pages 89-130](#)***

The study was intended to identify and document prehistoric and historic sites, to determine the boundaries and integrity of those sites, to determine their significance in terms of National Register criteria, and to establish methods of historic preservation, community interest, budgetary issues, long-term maintenance, conservation and management. There is also an archaeological companion document to this report.

**26. *[Burial Ground Planning Project Report](#) - August, 2002***

Salem’s burying grounds represent some of the most historic cemeteries in the Commonwealth. This plan represents the long-term process to preserve and protect the Charter Street Cemetery, Broad Street Cemetery, Friends Cemetery and Howard Street Cemetery. The overall goal is to retain the burying grounds’ historical integrity, while at the same time maintaining accessibility.

**27. *City of Salem Historic Preservation Maintenance Plan – August 1998***

This plan consists of a series of individual reports on selected historically significant properties owned and maintained by the City of Salem. Each report is written as a stand-alone document intended to describe, at a survey level, the subject structure’s physical condition in the context of its historic quality, followed by specific prioritized recommendations for appropriate treatment of defects. Each report also indicates historic components of each structure that are essential to preserve, recommends optional restoration treatments for important features that have been lost or severely compromised and provides photographs to illustrate the significant features and conditions of deterioration. This two binder plan includes:

- Salem City Hall, 93 Washington Street
- North Salem Fire Station, 142 North Street
- Essex Street Fire Station, 415 Essex Street
- South Salem Fire Station, 40 Loring Avenue
- Salem Public Library, 372 Essex Street
- Endicott School (original building only), 110 Boston Street
- Palmer Cover Playground – Palmer Cove Community Center, 52 Leavitt Street
- Salem Willows, 200 Fort Avenue
- Winter Island Park, 50-120 Winter Island Road
- Dr. William Mack House – Ledge Hill Park, 59 Grove Street
- Gallows Hill Park, 53 Hanson Street
- Forest River Park – Col. Timothy Pickering House, 32 Clifton Avenue
- Witch House, 310 Essex Street
- Greenlawn Cemetery, 57 Orne Street
- Monuments:

- John Hodges Choate Monument: Essex and Broad Street (bronze statue)
- Roger Conant, Washington Sq. West (bronze statue)
- Civil War Monument, 37 Washington Sq. North (boulder with bronze tablet and separate cannon)
- Theobald Matthew Monument, 28 Hawthorne Boulevard (marble statue)
- Nathaniel Hawthorne monument, 20 Hawthorne Boulevard (bronze statue)
- Immaculate Conception Monument, 20 Hawthorne Boulevard (bronze bas relief)

28. [City of Salem Master Plan Update and Action Plan - 1996](#)

“The Planning Board Imperative” includes the following “critical elements”:

- “Development of the commercial and industrial properties which have become contaminated from prior activities, and thus are difficult for the generation of new uses”
- “Continued emphasis on the livability of the City for its inhabitants and visitors in terms of neighborhoods, parks and cultural institutions.”
- “Promote culturally-based tourism emphasizing the City’s non-profit museums, historical houses and neighborhoods, relationship to the sea, and general historical attractions.”
- “Continued emphasis on the reorientation of the “kernel of the City” – the downtown area...”
- “The harbor is the City’s front door and a focus on that is needed.”

The Plan presents goals & strategies in six categories:

**The Waterfront**

*Goal:* Expanded public waterfront access

*Strategies:*

- Increase public landings in downtown
- Create public waterfront walkway at new South Harbor Marina, Shetland Office Park, and downtown to Hawthorne Cove Marina and connect to regional trail system
- Develop multi-purpose trail system along waterfront as much as possible
- Convert old Salem-Beverly Bridge to a public recreational pier
- Downtown Maritime District: Create waterfront walk to the new port
- South Harbor: Pursue waterfront park development proposals
- Collins Cove: Reinforce waterfront public access; Connect to bicycle/pedestrian trail system
- North River: Create recreational pier at old bridge
- Relocate junkyard and marine contractor to create more open space
- Winter Island: Expand recreational boating & fishing; restore fort and historic buildings.

*Goal:* Enhanced access to harbor and islands

*Strategy:* Determine appropriate public access to islands, if any

*Goal:* Expanded and improved waterfront facilities

*Strategies:*

- Expand/promote use of marinas at Kernwood, Collins Cove, Winter Island, and Salem Willows
- Seek funding for South Harbor Marina
- Winter Island: increase dockage and improve launch ramp

## **Transportation**

*Goal:* Development and improvement of alternate modes of transportation

*Strategies:* Implement a system of bicycle/pedestrian trails: extend Webb St. trail beyond Cross St.; design and build a trail along the Bypass Road and on Bridge Street; design and build a trail on the Marblehead Branch

## **Economic, Institutional, and Downtown Development**

*Goal:* Increased marine tourism

*Strategies:*

- Promote additional docking and mooring space
- Support development cruise ship port/wharf

## **Neighborhoods and Housing**

*Goal:* 50% owner-occupancy of housing units overall in 10 years

*Strategy:* Support nonprofit production of affordable ownership housing

*Goal:* The Point: 25% owner-occupancy in 10 years

*Strategy:* Target problem properties for Buy/Rehab/Sell projects to encourage investment

*Goal:* Improve appearance of public property

*Strategies:*

- Continue upgrading of streets, public properties, parks, lighting
- Seek aesthetic improvements to power station land; investigate acquiring this parcel

*Goal:* Bridge Street Neighborhood – Revitalize neighborhood in conjunction with road improvements

*Strategy:* Improve open spaces and connections to the water

*Goal/Strategy:* Boston Street Corridor – Playground in Beaver/Silver Street area

*Goal/Strategy:* South Salem between Lafayette and Canal Streets – Vest pocket park/playground in central Cabot Street area

## **Recreation, Open Space, and the Environment**

*Goal:* Develop recreational facilities to meet specific City needs

*Strategies:*

- Acquire and construct bicycle trails as funds and land become available
- Find a location and construct a new soccer field
- Pursue feasibility of Salem/Peabody golf course at Spring Pond
- Improve hiking trails at the Forest River Conservation Area and Highland Park
- If a site becomes available, purchase and develop a playground between Lafayette and Canal Streets
- Construct a recreational park at the South River

*Goal:* Continue to implement specific improvements to parks and neighborhood playgrounds

*Strategies:*

- Update equipment and surfacing to comply with current safety standards

- Improve handicap accessibility in accordance with the ADA

*Goal:* Target Winter Island for major improvements

*Strategies:*

- Secure funds to increase float space at pier
- Secure funds to reconstruct boat ramp
- Restore and develop interpretive signage for historic resources on Winter Island

*Goal:* Protect inland water resources

*Strategies:*

- Acquire and protect Thompson’s Meadow
- Acquire Leggs Hill property on the Salem Marblehead boundary

*Goal:* Protect and improve areas of historical significance

*Strategies:*

- Develop trails at Fort Lee
- Expand Salem 1630 Pioneer Village

*Goal:* Protect and improve areas of scenic importance

*Strategies:*

- Acquire the Leggs Hill property, develop trails on the site
- Acquire and protect the Lead Mills property
- Improve waterfront areas through the construction of bicycle trails, along Collins Cove, the North River, and Salem Harbor in the Lead Mills area
- Relocate junk yard on the North River and expand Furlong Park into the site

**Recreation, Open Space & the Environment – mapped priorities:**

- Develop future reclamation program and development plans in coordination with owner of the Quarry and the Town of Swampscott
- Acquire Spring Pond/Highlands
- Waterfront Access/Acquisition/Recreation at McCabe Park

**29. Relevant Programs**

Additional programs that may be useful to CPA funding evaluation include:

- [Historic Salem, Inc.](#)

Historic Salem, Inc. continues to operate as a non-profit advocacy group dedicated to preserving Salem’s rich legacy of historic houses, buildings and other properties. HSI works to ensure their architectural and visual integrity as well as their appropriate adaptive reuse. The organization participates in civic design reviews, presents annual preservation awards, provides house histories and plaques to identify historic properties throughout the city, runs educational programs and hosts a variety of social events that welcome newcomers and lifelong residents alike to our preservation community.

- [Capital Improvement Program \(located with the FY23 budget\)](#)

The Capital Improvement Program (CIP) is a blueprint for planning a community’s capital expenditures. A CIP is typically a multi-year plan identifying capital projects and equipment to be funded during the planning period. The plan includes a particular focus on asset preservation, replacement of apparatus and equipment, and continued improvements to the City’s infrastructure.



- **CP-1, CP-2 and relevant information from CP-3 annual reports**
- **City of Salem Code of Ordinances Section I. Chapter 2, Article IV. Division 15. Community Preservation Committee**
- **Secretary of the Interior's Standards for Rehabilitation**
- **Determination of Eligibility Application**
- **Funding Application**

**CP1**

**Community Preservation Surcharge Report - Fiscal Year 2023**

Return by September 15 to:  
Municipal Data Management/Technical Assistance Bureau  
Division of Local Services  
P.O. Box 9569  
Boston MA 02114-9569

Surcharge %	0.00%
Total Surcharge Committed to Collector for FY	843,679.23
Current Yr Surcharge Abatements/Exemptions	7,801.22
Prior Yr Surcharge Abatements/Exemptions	0.00
Net Surcharge Raised for FY	835,878.01
Additional Revenue Appropriated to CPF (Ch. 44, Sec. 3b1/2)	0.00
Total Net Surcharged Raised and Other Appropriated Revenue	835,878.01

**Signatures**

**Board of Assessors**

Completed by:

Richard W. Jagolta, Assessor , Salem , rjagolta@salem.com 978-745-9595 | 8/10/2023 1:56 PM

**Accounting Officer**

Anna Freedman, Finance Director / Auditor , Salem , afreedman@salem.com 978-619-5625 | 9/7/2023 10:04 AM

**CITY/TOWN OF**  
**DETAIL OF COMMUNITY PRESERVATION FUND TOTAL FUND EQUITY**  
**FISCAL YEAR ENDED JUNE 30, 2023**

1 Fund Balance Reserved for Encumbrances (3211)   
<https://disgateway.dor.state.ma.us/gateway/MiscForms/CP2>

3/4

11/1/23, 1:44 PM Mass Dept. of Revenue - DLS Gateway - Community Preservation Fund Report - CP-2 (Fiscal Year Ended June 30) - Due Octobe...  
 Version=11.5.1.18659

- 2. Fund Balance Reserved for Expenditures (3240)
- 3. Fund Balance Reserved for Open Space (3241)
- 4. Fund Balance Reserved for Historic Resources (3242)
- 5. Fund Balance Reserved for Community Housing (3243)
- 6. Fund Balance Reserved for Special Purposes (3280)
- 7. Fund Balance Reserved for Community Preservation Act (3320)/Undesignated (3590)
- 8. Total Community Preservation Fund Balance June 30, 2023

(Total must equal total fund balance page 1)

Has the community met the requirement to either appropriate or reserve for future appropriation at least 10% of the estimated annual fund revenue for open space, historic resources and community housing?

Yes  No

If no, explain how the town plans to meet the requirement?

**Comments**

Comments
No comments to display.

**Current Documents**

Name	Action
No documents to display.	

**Signatures**

**Accountant/Auditor**

Completed by:

Anna Freedman, Finance Director / Auditor, Salem, [afreedman@salem.com](mailto:afreedman@salem.com) 978-619-5625 | 8/31/2023 3:43 PM

### CP-3 Excerpts

PROJECT NAME	YEAR APPROVED	DESCRIPTION	STATUS	CPA FUNDING
Proctor's Ledge	2016	CPA funds were used to rehabilitate and preserve the historic open space on Proctor's Ledge, as well as create a memorial to recognize the tragic and unjust executions that took place on the site in 1692. This project was to preserve the historic location of the execution site of 1692, where 19 innocent people were hanged after being falsely accused of witchcraft. The site was confirmed by a team of academic scholars affiliated with the University of Virginia and Salem State University in January 2016, utilizing historic first-hand accounts, topographic and viewshed analysis, and ground-penetrating radar. The work was to establish the boundaries of the site and ensure its rehabilitation and preservation, create a tasteful memorial with a viewing area on the site edge, and incorporating signage to direct visitors and interpret the site's important history. This project is tastefully memorializes and protects the physical site of what is arguably the most significant historic event in the City's history and an event of national importance.	Project complete	\$ 178,300.00
Fort Pickering/Winter Island Fort Restoration	2016	To continue phased restoration of the historic fort, including repairs to magazines and masonry walls, additional vegetation clearing and improvements at the entrance.	Project complete	\$ 69,630.00
Nathaniel Hawthorne Statue Restoration	2017	CPA funds will be used to stabilize the surface of the Nathaniel Hawthorne Memorial Statue, return the sculpture to its original appearance, and give the bronze a protective coating in order to prevent corrosion and simplify annual maintenance requirements.	Project complete	\$ 25,600.00
Nathaniel Hawthorne Birthplace Roofing Project	2015	The project is the complete reroofing of the Nathaniel Hawthorne Birthplace (circa 1750), located on the historic campus of The House of the Seven Gables. The preservation and restoration of the Hawthorne Birthplace benefits the public, as it is open to the public and visited by 90,000+ museum guests a year. The house contains galleries of items owned by Hawthorne and his family and furnished examples of mid-18th century rooms, which are explored by visitors on a self-guided tour. The project will serve tourists as well as the local population, since entrance to The Gables' grounds and museum admission are free for Salem residents.	Project complete	\$ 29,565.00

Forest River Park Bathrooms	2016	Forest River Park is a beautiful, ocean front park located in South Salem. It is one of the largest and most visited parks in the City being home to two beaches, a little league baseball diamond, basketball court, two playgrounds and the city's only public pool. The park is also home to historic Pioneer Village, which was established in 1930 as one of the country's first living history museums. The park's bathrooms are located in close proximity to the main entrance, immediately adjacent to the parking lot and caretaker's house. They need to be completely renovated, including improvements to toilet and sink fixtures, make bathrooms handicapped accessible, improve exterior and interior lighting, install new bathroom partitions and fire alarm upgrades.	Project complete	\$ 85,707.00
Emmerton House Window Restoration	2021	This project includes a multi-phase approach beginning with the replacing of all storm windows and then the full historic restoration of 93 of the windows in this historic building.	Project in progress	\$ 106,309.00
Bakers Island Oil House	2021	Restoration of the slate roof on the 1893 Oil House at the Bakers Island Light Station	Project in progress	\$ 7,000.00
Fort Pickering/Winter Island Fort Restoration	2014	Winter Island Park is listed on the National Register of Historic Places as part of the Winter Island Historic and Archaeological District. The Park contains several Native American archaeological sites dating over 6,000 years as well as the masonry and earthworks of Fort Pickering which were established in 1644. The City wishes to begin the process of rehabilitating Fort Pickering by acquiring the services of an historic landscape architect who will develop and begin to implement an action plan for the Fort's restoration. Such actions potentially include masonry repairs to the Fort's magazines and other masonry structures, restoration of riprap walls, removal of invasive species of vegetation, planting of native grasses and plants to appropriately stabilize its embankments, creation of a path system that minimizes erosion and installation of interpretive signage.	Project complete	\$ 90,000.00
Charter Street Burial Ground Preservation & Improvement	2015	Charter Street Burial Ground, the City's oldest burial ground, is a 1.47 acre green space established in 1637. The work entailed the preservation and restoration of headstones and tombs.	Project complete	\$ 90,550.00
McGlew Park Redesign	2015	McGlew is the only public space of its type north of Furlong Park. The scope of work was to develop a design for the renovation of McGlew Park. A landscape architect created a redesign of the park through consultation with a Working Group and two public forums. A Licensed Site Professional (LSP) was retained to test soils and incorporate handling of any unsuitable materials into the park design. Construction was completed in July, 2018.	Project complete	\$ 76,363.00

Forest River Conservation Area Trail Infrastructure Upgrades	2015	The project is to undertake an assessment of the condition of the footbridges and other trail infrastructure at the Forest River Conservation Area (FRCA) and to design upgrades necessary to bring them into a state of good repair and safety. The FRCA contains 126 acres of undeveloped wooded open space along the banks of the Forest River, with a main trailhead inside Salem's State South Campus. This FRCA, the largest continuous protected open space in South Salem. The scope includes a cursory review of trail conditions and wayfinding signage, a determination of the applicability of Americans with Disabilities Act on trail infrastructure and feasibility of incorporating universal design, determine priority rankings and cost estimates and create final design and bid documents for select improvements.	Project complete	\$ 15,000.00
Hamilton Hall Window Restoration	2015	Completed in 1806, Hamilton Hall is one of America's outstanding examples of Federal style architecture. In 1970, the Hall was designated a National Historic Landmark. Designed and built by Samuel McIntire, the namesake of Salem's McIntire Historic District. Hamilton Hall has been in the process of an incremental preservation project for the existing windows. The remaining windows (1 large window in the main ballroom, and 18 smaller windows elsewhere in the building) at risk of water intrusion and other damage will be restored.	Project complete	\$ 20,000.00
Dickson Memorial Chapel Restoration	2015	The Dickson Memorial Chapel is located on the grounds of the Greenlawn Cemetery. Following the conservatory's removal in the 1980's, the interior of the Dickson Memorial Chapel continued to suffer deterioration due to the lack of an appropriate heat source. The goal of this project is to stop water and weather infiltration and restore some of the building's deteriorated historical fabric. This work will include repair and/or replacement of the exterior downspouts, repair and repointing of the brick masonry at the furnace vent location, repair and repointing of the stone masonry buttress, repairs/replacement to several interior sandstone and terra cotta masonry pieces, scraping and repainting around the stained-glass windows, installation of window glazing panels, and cleaning and repainting of the interior masonry walls. Once these problems are corrected, the building could be returned to use for memorial services which will be the best way to ensure its long term preservation. This chapel is covered by an Historic Preservation Restriction created in 2016 and which is held by the Massachusetts Historic Commission.	Project complete	\$ 106,000.00

Mary Jane Lee Park Improvements	2015	In the summer of 2014, the City and its landscape architect held a series of meetings with stakeholders to develop a Master Plan for Mary Jane Lee Park. With funding from an Our Common Backyards grant from the state, construction of a new splash pad progressed into early winter, with final weather dependent work to be completed this spring. While improvements constitute a major upgrade to the park, stakeholders expressed strong support for the implementation of the entire Master Plan. Remaining improvements include installation of approximately 4,000 square feet of rubber play surfacing beneath the existing play equipment and swing set, 3 to 5 new shade trees, new perennials along park perimeter, approximately 100 additional linear feet of pipe rail fence and 450 feet of new chain link fencing, conversion of approximately 4,000 square feet of asphalt to an expanded grass area, reconstructed basketball area with two junior courts (new surfacing, striping, and 4 new posts and backboards), installation of approximately 150 feet of asphalt circulating paths to be incorporated into a tricycle track for small children and construction of a small shade pavilion. • Construction of a new park sign • Proper handling and disposal of unsuitable soils as needed	Project complete	\$ 85,075.00
Bentley Academy Charter School Playground	2016	Bentley Academy Charter School was the only Salem Public Schools elementary school without access to a playground. BACS proposed to build a playground and shade shelter with tables on-site at BACS. The playground is ADA universally accessible, developmentally age appropriate and can accommodate a range of capacities for children ages 5-12.	Project complete	\$ 73,500.00
Bates Elementary School Playground	2015	The project is to purchase and install new playground equipment at Bates Elementary School. The project is to replace the 25 year old wooden structure and the smaller plastic structure next to it with a new, modern play structure featuring multiple play experiences: slides of different heights, multiple climbing areas, a spinning activity and areas designed to encourage imaginary and cooperative play. This new structure will be ADA accessible, allowing all school and community children the opportunity to play safely. Also to be replaced is the existing and much deteriorated wood mulch surfacing and the rotting wood timbers that surround the play area. CPA funds would be used specifically for the purchase of the new playground equipment, timbers and main play area surfacing. With non-CPA funding, the PTO will install swings.	Project complete	\$ 49,000.00

Collins Cove Playground Renovation	2016	Collins Cove Playground is a neighborhood park along the waterfront. It is home to a picnic pavilion, softball field, beach, basketball and tennis courts, and a playground structure. The park is currently in a state of disrepair. The playground structure is one of the oldest in the City, is well beyond its useful life and in need of an upgrade. The project is to improve Collins Cove Playground by transforming the existing basketball court into a multi-use street hockey and basketball court.	Project complete	\$ 83,000.00
Salem Community Gardens for All!	2014	SCG, a non-profit organization, currently operates 3 gardens located in public parks within the City of Salem. While the gardens are relatively small, plants grown are aesthetically pleasing to many people, provide fresh produce and clean oxygen, and sequester carbon. They also help gardeners receive recreation in the form of exercise and social gathering, as well as a source of tranquility and enjoyment as a place to unwind. Funds will be used to install fences with wheelchair accessible entrances at two of the gardens (Palmer Cove and Mack Park) as well as sheds (Pickman Park and Palmer Cove). In addition, all three gardens will receive attractive, educational signage in both English and Spanish.	Project complete	\$ 23,048.00
Winter Island Scenic Trail	2014	Winter Island is on the National Register of Historic Places as part of the Winter Island Historic and Archaeological district. It contains several Native American archaeological sites dating over 6,000 years as well as Fort Pickering and the former U.S. Coast Guard and Sea Rescue Station. In 2011, the City of Salem developed a comprehensive Master Plan for Winter Island. It contains a number of key recommendations that can be implemented in phases in order to enhance Winter Island Park's natural resources, preserve its historical structures, increase public access and enable it to operate in a financially sustainable manner. The scope of this phase includes the creation of a scenic, walkway/bike path along the perimeter of the park bordering Cat Cove in order to provide access and viewing spots of the Cove. The 1600 linear ft. waterside trail will be interpretive and will contain signage to explain the natural environment and heritage of the park and its relationship to the surrounding harbor and community. This new multi-use, accessible pathway will connect Winter Island directly to an extensive City-wide Salem Bike Path which links to both Beverly and Marblehead bike paths, thus increasing access by alternative methods.	Project complete	\$ 51,000.00

Great Spaces for Great Places : Driver & Patten Parks	2014	The project proposes to rehabilitate and restore two small pocket parks in residential neighborhoods. Driver Park is located on the corner of Essex Street and Summer Street, across from the Witch House. Patten Park is at the corner of School and Buffum Streets. The Scope of work includes: Driver Park - Installing a new flagpole, enlarging and improving the decorative planting beds, planting additional shade trees, shrubs, and perennials, new waste receptacle and bench. Patten Park - Removing the existing old concrete and wood benches, replacing them with new city-standard benches, removing the existing old waste receptacles and replacing with a new city-standard waste receptacle, installing new shrubs and perennials in existing planting beds, repairing the existing metal edging along the stone dust path, and replenishing the stone dust in the path.	Project complete	\$ 22,500.00
Salem Public Library Roof	2014	Located within Salem's McIntire Historic District, the Salem Public Library building is a fine example of mid-19th century High Renaissance Italianate style brick and brownstone architecture. It was built in 1855 as the home of ship captain and philanthropist Captain John Bertram. Donated to the city by his heirs for use as a public library, Captain Bertram's home was renovated and opened its doors in 1889. An addition was added in 1911, which houses the stacks and Reference area. The roof project will take place on the 1911 addition. The present roof has long outlived its warranty. There are leaks damaging the interior of the building and threatening the Reference collection. HVAC units will be replaced as part of the project, but will be funded with Library Board of Trustees funds. This property is covered by an Historic Preservation Restriction created in 2008 and which is held by the Massachusetts Historic Commission	Project complete	\$ 135,500.00
Choate Memorial Restoration	2014	CPA funds will be used for the Choate Monument to stabilize the surface, return the sculpture to its original appearance, and give the bronze a protective coating in order to prevent corrosion. The Choate Memorial is set at the edge of the McIntire Historic District and celebrates an accomplished and well respected Salem native, Joseph Hodges Choate, a lawyer and diplomat who served as Ambassador to the Court of Saint James, chairman of the American delegation to the Second Hague Convention in 1907, and was involved in many cultural and humanitarian activities. The Choate Memorial was created by John Massey Rhind (1858/1860-1936), a Scottish-born, well-known sculpture whose most-familiar work is his portrait bust of Andrew Carnegie found in many libraries.	Project complete	\$ 25,800.00

Salem Public Library - Window Frames & Sills	2016	The Salem Public Library was built in 1855 as the home of ship captain and philanthropist Captain John Bertram. Donated to the city by his heirs for use as a public library Captain Bertram's home was renovated and opened its doors in 1889. This project is to repair and replace window sills, trim moldings and frames due to extensive dry rot and continued deterioration which threatens the building's weather envelope. This property is covered by an Historic Preservation Restriction created in 2008 and which is held by the Massachusetts Historic Commission.	Project complete	\$ 102,000.00
289 Derby Street	2016	CPA would fund design and permitting costs to design a gateway park with dynamic open space and a permanent view corridor showcasing the downtown's connection to the South River and its Harborwalk. The intent is to transform the vacant, waterfront site into a flexible event space with programming, viewing areas for special events, music and theater performances.	Project complete	\$ 100,000.00
Turner-Ingersoll Mansion Roof Replacement	2017	Replace the roof of the Turner-Ingersoll Mansion, popularly known as The House of the Seven Gables. The goal is to seal the mansion's envelope in order to protect and preserve the structure and the historically significant collections and items on display inside of it.	Project complete	\$ 69,000.00
Salem Common Fence - Phase 3	2015	This is Phase 3 of a multi-phase project to repair and restore sections of the cast iron fence surrounding the 9.5 acre Common in the heart of the Salem Common National Register District and the Washington Square Local Historic District. The Common is the site of the first muster of the East Regiment, Massachusetts Militia, which marked the beginning of the National Guard of the United States (approximated as Spring, The goal of this phase is to repair and restore twenty-five (25) sections of fence flanking Washington Square South. Once completed, there will have been seventy-three (73) sections of fence repaired or restored over the three phases of restoration (or 28% of the whole fence). There are one hundred and eighty (180) sections of fence remaining to be restored. This property is covered by an Historic Preservation Restriction created in 2003 and which is held by the Massachusetts Historic Commission.	Project complete	\$ 68,000.00

Camp Naumkeag Master Plan	2015	The project consists of the creation of a master plan for the Camp Naumkeag site. The Camp Naumkeag site consists of approximately five acres along the waterfront in the Salem Willows. Camp Naumkeag is used for recreational purposes serving the entire community. There are three buildings and a caretaker's house at Camp Naumkeag, and one building at the Waterfront Park. There is a small beach, parking area and an area for volleyball. Through the Salem YMCA recreational day camp, over 150 youth ages 5-14 experience the joys of summer on a beachfront camp location. All of the buildings at Camp Naumkeag are in disrepair and are in need of rehabilitation. The current conditions of this site do not allow the City to take full advantage of programming, rentals and other events. This project will support multiple recreational uses. A creation of a master plan will ensure that each area of the property and recreational opportunity is best utilized, including beach and boating access, playground, open grassy field, volleyball court, basketball court, community garden and picnic/BBQ area.	Project complete	\$ 25,000.00
Salem Public Library - Brownstone & brickwork	2015	The Salem Public Library, located in the McIntire Historic District, was originally erected in 1855 as a residence for the noted Captain John Bertram from designs drafted by Salem architects William H. Emmerton and Joseph C. Foster. The interior was remodeled in 1888 as a library . This project is to address weather envelope issues with repair and restoration of damaged brownstone that is severely eroded or in danger of falling, repoint the south and east façade bricks and address some window repair needs at the Library. The Library was awarded a Round 21 MPPF grant for these proposed repairs. However as MHC could only provide \$60,000, additional funds are now needed to keep this critical preservation project on track and to eliminate all emergency repair needs. This property is covered by an Historic Preservation Restriction created in 2008 and which is held by the Massachusetts Historic Commission.	Project complete	\$ 60,000.00

Conservation & Restoration of Historic Artwork	2015	<p>The City of Salem has several fine antique oil paintings in City Hall that feature prominent individuals important to the history of the city. This project is to conserve and restore three of these historic portraits located in Salem City Hall Council Chambers. The portraits are of 1) John Endecott (c. 1588) painted by George Southward in 1873: John Endecott served as the first governor of the Massachusetts Bay Colony in 1629; 2) Simon Bradstreet by an unknown artist painted and presented to Salem in 1892. Bradstreet, among others including John Winthrop, helped to found Boston, the capital of the Massachusetts Bay Colony. 3) John Glen King (1787) painted by Salem artist, Frank W. Benson: He served as the first president of the Common Council of Salem. The artist, Frank W. Benson, a native of Salem, is celebrated as one of America's best impressionist painters. The painting in City hall by Benson is a copy of the original painting by the artist Charles Osgood. Project Scope of Work:</p> <ul style="list-style-type: none"> <li>• Conduct an examination of the paintings and frames by qualified professionals in the field of conservation and restoration to determine the condition.</li> <li>• Depending on the examination the following may include but not limited to cleaning, stabilizing, lining, retouching, varnishing, rewiring/remounting and stretching.</li> </ul>	Project complete	\$ 23,755.00
Old Town Hall Window Restoration	2014	<p>Restoration of up to sixty (60) of Old Town Hall's historic windows. Full restoration on at least 12 windows, mechanical restoration on at least 20 windows and minor repairs to 24 additional windows. Old Town Hall is Salem's oldest surviving municipal structure, dating back to 1816. It is an outstanding example of a Federal Style building. The building and its Derby Square site maintain historical associations with Salem's prominent 18th and 19th century Derby family. The building contains elements attributed to both Charles Bulfinch, an influential Boston architect of the Federal period, and Samuel McIntire, Salem's renowned architect and woodcarver. This property is covered by an Historic Preservation Restriction created in 1997 and which is held by the Massachusetts Historic Commission.</p>	Project complete	\$ 113,965.00

Salem Common Fence Restoration	2014	This is Phase 2 of a multi-phase project to repair and restore sections of the cast iron fence surrounding the 9.5 acre Common in the heart of the Salem Common National Register District and the Washington Square Local Historic District. The Common is the site of the first muster of the East Regiment, Massachusetts Militia, which marked the beginning of the National Guard of the United States (approximated as Spring, 1637). In 2012, the City engaged CBI Consulting to create an Existing Conditions Study and Preservation Plan for the fence resulting in an estimated restoration cost of more than \$1.2 million, making it necessary that the project be completed in multiple phases. This property is covered by an Historic Preservation Restriction created in 2003 and which is held by the Massachusetts Historic Commission.	Project complete	\$ 100,000.00
Palmer Cove Assessment & Concept Plan	2017	To complete an assessment of Palmer Cove Park's existing assets, an analysis of the existing ballfield, including upgrade or relocation to another site, and a concept plan.	Project complete	\$ 27,000.00
Ryan Brennan Memorial Skate Park Renovation	2017	To support final construction costs to upgrade the Ryan Brennan Memorial Skate Park.	Project complete	\$ 75,000.00
Saltonstall School Playground	2017	Purchase and install playground equipment at the Saltonstall School.	Project complete	\$ 95,000.00
Lafayette Park Renovation	2017	Renovate a highly visible public space at the gateway of the downtown, the Point Neighborhood and South Salem, based on a vision developed through a broad public engagement process.	Project complete	\$ 100,000.00
Hawthorne Lofts	2021	Create twenty-nine units of housing with a preference for artists/creatives. Twenty-four of these units will be affordable, serving individuals and families at or below 60% of the area median income. There will also be a creative program space or co-working space for artists.	Project in progress	\$ 250,000.00
Lighthouse 34	2018	Create 21 units of affordable housing and 750sf of program space at 34 Peabody Street in a new 5 story building.	Project in progress	\$ 130,150.00
Salem Common Bandstand	2018	Phase 1 work involves electrical upgrades, a new secure and historically sensitive entrance/egress to the basement, new windows, and potentially a new apron. This phase will also include design funds for future phases which would include the masonry repairs.	Project complete	\$ 100,000.00
Gallows Hill Park Renovation	2019	Renovate Gallows Hill Park, which will include expanding the baseball field to high-school size, reconstructed skatepark, improved drainage, enhancements to the surrounding trail network, and remediation of contaminated soils.	Project in progress	\$ 100,000.00

Nathaniel Bowditch House Roof Replacement	2019	Replace the roof of the Nathaniel Bowditch House located adjacent to the Witch (Corwin) House.	Project complete	\$ 43,000.00
Lighthouse 47	2019	Create 25 units of affordable housing and 1500sf of commercial/program space at 47 Leavitt Street. The nearby parcel located at 38 Palmer Street will provide seven parking spaces.	Project in progress	\$ 200,000.00
Old Town Hall Master Plan	2019	Undertake a comprehensive Master Plan for Old Town Hall to assess necessary repairs and upgrades to inform strategic decisions about its continued, long-term use.	Project complete	\$ 25,000.00
Boston Street Crossing	2016	Harborlight Community Partners, Inc. use of CPA funds is toward the rehabilitation of two former rooming houses to create 26 studio apartments for individuals who are homeless or at-risk of becoming homeless. The project will have a comprehensive supportive services program available to all residents.	Project complete	\$ 59,500.00
New Pioneer Village 2026 Phase 1	2021	Designer fees to relocate Pioneer Village to the Camp Naumkeag site.	Project in progress	\$ 100,000.00
Willows Restoration Phase `	2019	Stabilization and revegetation of the area known as "the Hill", an elevated area of rock ledge, trees, and turf at the park's core.	Project complete	\$ 100,000.00
Mack Park Bathrooms	2016	Mack Park is a popular neighborhood park home to a tot lot playground, softball field and basketball court, as well as a thriving community garden. Mack Park's old, outdated bathrooms have been closed for the last 10 years. The existing building is in such poor condition it is not feasible to renovate and needs to be replaced. The work requires demolition of the existing building and construction of a new accessible restroom facility on a similar footprint. Architectural drawings have been created by the City's Building Department.	Project complete	\$ 50,000.00
Congress/Dow Street Revitalization	2014	The project involves the acquisition of 52-60 Dow Street (1 building) and 105-111 Congress Street (2 buildings) in the Point Neighborhood by North Shore Community Development Corporation, which will be renovated into a total of 35 housing units and one commercial space, providing affordable housing for low income families. This project, post rehab, is important since it highlights the historical significance of architecture and construction post the Salem fire from 100 years ago.	Project complete	\$ 93,505.00

Harbor & Lafayette Homes	2015	This project is located in Salem's historic Point neighborhood. Preservation activities at 2 individual properties. 15-17 Harbor Street is a 3-story, 17 unit SRO building and planned preservation of the building includes updating and repairing the exterior stucco and brick veneer to make it watertight and ensuring it's structural integrity. 104-106 Lafayette Street is a 3-story building with 10 units of SRO housing and planned preservation work includes new roof, windows and brick pointing to fix structural issues including water leaks. The funding is contingent the work funded with CPA only include preservation activities as provided by the DHCD Public Housing Notice 2013-12.	Project complete	\$ 100,000.00
Olde Salem Greens Golf Cart Paths	2018	The golf carts and equipment are being damaged from use on rough terrain and the use of the carts after rain has resulted in turf damage. The project will enhance the Olde Salem Greens golf course experience by widening or moving the golf cart paths to improve conditions on the paths, fairway and greens.	Project complete	\$ 150,000.00
Palmer Cove Park, Phase II	2023	Final phase of construction to implement improvements to Palmer Cove Park	Project in progress	\$ 250,000.00
Hamilton Hall Exterior Restoration	2023	Exterior restoration of the 1805 Hamilton Hall designed by Samuel McIntire	Project in progress	\$ 93,000.00
Preserving Emmerton House	2016	Completed in 1811, this Federal period double house and its carved mantels are attributed to Samuel Field McIntire, son of the noted architect Samuel McIntyre. Initially a private home, it was later acquired by local philanthropist Captain John Bertram and his daughter, Jennie Bertram Emmerton. They donated half of the building to the Woman's Friend Society, which soon purchased the other half and later built a substantial addition in the rear in 1879. On Sept. 17, 2008, the Emmerton House was accepted for inclusion in the National Register of Historic Places. The Woman's Friend Society has been a positive and often pioneering force in the charitable life of Salem, since the society's founding in 1876. Today our contributions include providing affordable housing for women who are single, working, or students. A building over two hundred years old is in continual need of care. Important improvements to the exterior of the building include soffits, gutters, doors, granite steps and roof	Project complete	\$ 50,650.00

Transitional Rental Assistance	2020	One year pilot project that will support community housing by offering the opportunity for low-income residents who are at risk of homelessness to remain in our community. Funds to be distributed to qualified households through the Salem Housing Authority in partnership with the Board of the Salem Council on Aging.	Project in progress	\$ 120,000.00
Forest River Pool Conditions Assessment	2016	Forest River Pool is heavily used by neighborhood families and summer camp participants. The pool infrastructure, equipment and systems are all in need of updating. The project will be to prepare an evaluation of the Forest River Pool and its adjacent infrastructure to determine the extent and cost of repairs and renovations, which will include recommended capital improvements and a plan to prioritize and implement them.	Project complete	\$ 20,000.00
Charles R. Curtis Memorial Park Redesign	2020	Redesign of the park. Project scope of work:• Commission landscape architect to develop vision and redesign of the Park, informed by public engagements • Retain a Licensed Site Professional for soil testing• Retain a surveyor to prepare topographic maps for concept planning	Project in progress	\$ 20,000.00
Emergency Rental Assistance	2020	Provide an emergency rental assistance program for households who have a demonstrated gap between household income prior to Covid-19 and now. The goal of this program is to prevent Salem residents from becoming homeless. Program was cancelled after 3 units assisted.	Project complete	\$ 5,000.00
Phillips House Restoration	2020	Preservation/restoration of the building envelope of the Phillips House at 86 Essex Street/50 Washington Square South.	Project in progress	\$ 171,681.00
New Point Acquisitions	2020	Rehabilitation of housing units to create 18 units of affordable housing in three buildings - 37 Ward, 52 Peabody, and 96 Congress Streets.	Project complete	\$ 100,000.00
Lafayette Housing II Limited Partnership	2020	Restore and sustain 11 properties at 100 - 102 Congress, 98-102 Lafayette, 51-53 Palmer, 8 -10 Peabody, 12 Peabody, 24 Peabody, 34 Prince St, Prince St. Place # 1-7, Prince St. Place # 9-15, 2 Prince Place St., and 4 Prince St. Place.	Project in progress	\$ 100,000.00
Brookhouse Home Brick Repointing Project	2020	Complete the brick repointing of two southeast exterior façade elevations of the Brookhouse Home.	Project complete	\$ 50,640.00
Mack Park Food Farm	2020	Assist with the construction of the Mack Park Food Farm, an urban agricultural project in an existing park.	Project complete	\$ 18,185.00

Charter Street Cemetery Restoration	2017	The project is to retain the historical integrity and maintain public access to the Charter Street Cemetery through the implementation of the new landscape plan. The project scope includes upgrades and stabilization of pathways, installation of circulation signage and in-ground lighting, installation and restoration of fencing, and major landscaping improvements and the development of a landscape design.	Project complete	\$ 260,000.00
Broad Street Cemetery Preservation Plan	2019	Hire a consultant team to complete an updated assessment of historic resources and landscape features, identify restoration needs, priorities and costs, and prepare restoration plans and documents for Broad Street Cemetery.	Project complete	\$ 35,000.00
Salem Common Fence Phase 4	2018	The goal of Phase 4 is to replace significant runs where there are currently no fence sections and to restore as much of the fabric of the fence as possible.	Project complete	\$ 125,000.00
Salem Athenaeum Universal Access	2021	The Salem Athenaeum was founded in 1810 and is one of the oldest membership libraries in the United States. The project is to provide accessible access to building's front entrance.	Project in progress	\$ 80,000.00
Salem Athenaeum Feasibility Study	2019	Conduct a feasibility study for a capital building project to add universal access, expand staff and program space, and provide environmental upgrades to preserve collections.	Project complete	\$ 35,202.00
Historic Fire Station Envelope Rehabilitation	2020	Roof repair at Engine 2 on North Street.	Project complete	\$ 17,975.00
The Bridge at 211 window restoration	2018	Full restoration of up to 26 windows on the mid- and lower levels in the 1889 Bolles Wing. This project is needed to protect and preserve the building's climate and security while also protecting the structure from further weather damage; all with the goal of providing energy efficiency and proper ventilation for the building's users while maintaining the building's historical integrity.	Project complete	\$ 66,050.00

Ryan Brennan Memorial Skate Park Renovation	2016	The Ryan Brennan Memorial Skate Park at Gallows Hill Park is named after a Salem student who tragically passed away after being struck by a car while on a skateboard. The current skate park was installed almost 20 years ago, is beyond its useful life and is in need of repair and updating. Many of the elements at the skate park are difficult or impossible for skaters to use due to the wear and tear caused over the years. The project will begin the design phase for the skate park and the City will work with a group of stakeholders along with a consultant to help guide the process to construct a new skate park as a resource for the entire City. Investing in a well-constructed and well-designed skate park will not only make the skate park a safer place to skateboard and/or scooter but also will help make the park more of a destination for people and families of all ages.	Project complete	\$ 25,000.00
Bertram Field	2020	Demolish the existing field house and create a new code-compliant facility at Bertram Field for recreation purposes, including gender equitable locker and umpire facilities, as well as family/unisex public restroom for use during non-games. The bonding commitment is for up to \$100,000 per year over a term of up to 20 years.	Project complete	\$ 2,000,000.00
Salem Community Gardens: Splaine Park	2020	Substantially restore Splaine Park Community Garden. There are many boxes that are rotted and unusable, as well as invasive species and weeds that need to be cut back and pathways that need to be cleared. We plan to increase the number of ADA accessible garden plots from 2 to 12 or more. We also plan to recognize indigenous history and presence in the area, through plantings and signage, in close coordination with representatives from the Massachusetts and Wampanoag tribes. After the project is completed, the Splaine garden will support more gardeners, including senior gardeners and those with disabilities, produce more food and be more aesthetically pleasing, rodent-free and easy to maintain.	Project complete	\$ 15,000.00
Brookhouse Home Brick Repointing Project	2019	Repairing and re-pointing the exterior brickwork of the Brookhouse Home, also known as the Benjamin W. Crowninshield Home, located adjacent to the Custom House and directly in front of Derby Wharf.	Project complete	\$ 125,000.00
Ward Street Pocket Park	2014	North Shore CDC converted a blighted, vacant, paved lot in the urban Point neighborhood into an environmentally friendly park that will provide an open, passive recreational space for the densely populated, heavily paved, low income neighborhood.	Project complete	\$ 40,000.00

Gallows Hill Park Renovation - Designer Services	2018	Undertake design services for trails, ballfield, accessible parking, lighting and other features of Gallows Hill Park. The scope of work will also include outreach to the community to determine areas of upgrades or improvements needed for other areas of the park, including Upper Gallows Hill and Mansell.	Project complete	\$ 65,000.00
Superior Court and County Commissioners Building	2021	Create 129 units of mixed-income housing, commercial/institutional and public accessible spaces.	Project in progress	\$ 200,000.00
Facilitating the Redevelopment of the Courthouses	2019	Engage a team of professionals to assist in completing several predevelopment activities in advance of issuing a Request for Proposals (RFP) for preservation and redevelopment of the former Superior Court and the County Commissioner's Building.	Project complete	\$ 40,000.00
1-3 Bemis Street Acquisition	2017	Purchase of two lots to incorporate into existing park.	Project complete	\$ 100,000.00
Salem Public Library Poseidon Fountain	2021	Restore and preserve a historic cast iron fountain. CPA funded work is complete. Remaining work to be completed by June, 2023.	Project complete	\$ 80,487.00
Forest River Pool, Bathhouse & Associated Facilities	2019	Soft costs (i.e. design) to create a new pool complex, including 2 pools, restored bathhouse with community and concession area, restored tidal area and open space with walkway along ocean at Forest River Park.	Project complete	\$ 150,000.00
Renovation of Palmer Cove Park	2020	Make improvements to Palmer Cove Park, including expanded waterfront access, new paths, benches and trees, additional parking, and an additional basketball court.	Project complete	\$ 100,000.00
Salem Willows Pavilions Preservation	2016	Salem Willows is a park of approximately 35 acres on Salem Neck with frontage on Beverly Harbor. It was originally the site of a tuberculosis hospital that included a formal alley of Willow trees said to have been planted in 1801. The area was indicated on 19th century maps as Hospital Point. Salem Willows is home to a total of five pavilions that residents and visitors utilize for shade, to picnic and for passive recreational activities.. The dates of the pavilions, based on a Salem Historic Preservation Maintenance Plan completed in 1998 by Finch and Rose, are probably ca. the 1890's to ca. 1920. Proposed is the renovation of three of the five pavilions and the work includes replacement of wood posts suffering from rot and deterioration.	Project complete	\$ 15,000.00

Leefort Terrace	2022	Beacon Communities and the Salem Housing Authority to replace fifty obsolete state public housing units with one hundred and twenty-four units of affordable housing in a regenerative and climate resilient development.	Project in progress	\$ 200,000.00
Residences at St. James	2022	Adaptive reuse of the St. James School into 33 units of mixed-income rental housing for those age 62 and older, by the North Shore Community Development Coalition.	Project in progress	\$ 250,000.00
Salem Willows Pier	2022	Replacement of the Salem Willows Pier in coordination with the Massachusetts Office of Fishing and Boating Access and the Division of Marine Fisheries.	Project in progress	\$ 250,000.00
Palmer Cove Park, Phase II	2022	Funds to be used toward the final phase of construction to implement the community's vision for improvements to Palmer Cove Park, including a second basketball court, a new multiuse field, water access, trees, furnishings and public art.	Project in progress	\$ 115,000.00
Dickson Memorial Chapel Stained Glass Window Restoration	2022	Restore historic stained glass windows at Dickson Chapel that are original to the 1894 chapel.	Project in progress	\$ 60,000.00
FRCA Volunteer Bridge Rehabilitation	2022	The City of Salem Conservation Commission and Salem Sound Coastwatch will oversee necessary improvements to the "Volunteer Bridge" and add a new stone seating area that will improve public safety and increase immersive outdoor learning in the Forest River Conservation Area for Salem students and visitors.	Project in progress	\$ 66,149.00
Salem Deed Conservation	2022	Undertake conservation of the Salem Deed, a 1686 parchment document, and to rehouse the document in an archival frame.	Project in progress	\$ 15,430.00
Replacement of Floating Docks	2022	Design and construction of replacement wooden floats used for staging and summer storage of sailboats for sailing programs on Winter Island.	Project in progress	\$ 96,500.00
Pickering House Front Facade Replacement	2022	Replacement of the iconic south-facing Gothic Revival matched board siding and all related trim and details at the c1660 Pickering House.	Project in progress	\$ 80,000.00
St. Peter's Church Coping Stone & Cellar Window Preservation	2022	Reinstall fallen granite coping stones to the roof of the 1872 chapel and replace clear glass cellar windows (4) to historic condition.	Project in progress	\$ 40,000.00
Old Town Hall Restoration	2023	Restoration of the 1816 Old Town Hall	Project in progress	\$ 250,000.00

Memorial Park Irrigation	2018	Install an updated sprinkler system to enhance the appearance and provide a better quality grass surface, including updated water service line, and placing a new water meter, back flow device, irrigation lines, controllers, solenoids and water tap.	Project complete	\$ 54,000.00
Ryan Brennan Memorial Skate Park Renovation	2017	Construction costs to upgrade the Ryan Brennan Memorial Skate Park	Project complete	\$ 117,750.00
Salem Willows Phase I Improvement	2021	Undertake renovations and restorations at Salem Willows Park, focusing on the stabilization and revegetation of the area known as “the Hill” at the park’s core. The project is the first phase of a larger upgrade to the park that will improve access to the multitude of current recreational uses, creating a more cohesive experience of the park.	Project complete	\$ 150,000.00
Emmerton House Repointing	2023	Repointing of the historic Emmerton House constructed in 1810-1812 owned and operated by the Woman's Friend Society	Project in progress	\$ 100,000.00
Pickering House and Barn Exterior Restoration	2023	Exterior restoration of the Gothic Revival Pickering House and Barn including window and chimney restoration on the main house and exterior siding restoration on the south elevation of the barn	Project in progress	\$ 60,250.00
SHA Roof Replacement 5 Barton Square	2023	Roof replacement on the Powers Block in downtown Salem. Roof system is in significantly poor condition with leaking causing significant harm and destruction to building and 16 affordable housing units. Complete new roofing system with addition of insulation.	Project in progress	\$ 250,000.00
Tea House and Barn Roof Replacement	2023	Replacement of asbestos roofing shingles with new cedar shingles at The House of the Seven Gables Tea House and Barn	Project in progress	\$ 44,000.00
Residences at El Centro	2023	Creation of 29 units of 100% affordable supportive housing for seniors and 19 affordable apartments for seniors	Project in progress	\$ 100,000.00

## City of Salem Code of Ordinances

**Section I.** Chapter 2 is hereby amended by adding a new division within Article IV Boards, Commissions, Committees and Authorities as follows:

### **“ARTICLE IV. BOARDS, COMMISSIONS, COMMITTEES AND AUTHORITIES DIVISION 15. COMMUNITY PRESERVATION COMMITTEE**

#### **Sec. 2-1010. Established**

There is hereby established a Community Preservation Committee, in accordance with the *Massachusetts Community Preservation Act*, M.G.L. Chapter 44B, consisting of nine (9) voting members.

#### **Sec. 2-1011. Membership and Terms**

The composition of the committee, the appointment authority and the term of office for the committee members shall be as follows:

- (1) One member of the Conservation Commission as designated by the Commission for a term of three years.
- (2) One member of the Historical Commission as designated by the Commission for an initial term of two years, and thereafter for a term of three years.
- (3) One member of the Planning Board as designated by the Board for an initial term of one year, and thereafter for a term of three years.
- (4) One member of the Park and Recreation Commission as designated by the Commission for an initial term of one year and thereafter for a term of three years.
- (5) One member of the Housing Authority Board as designated by the Board for an initial term of two years and thereafter for a term of three years.
- (6) Two members appointed by the City Council, two of the general public or in the alternative one member of the City Council recommended by the Council President and one member of the general public, to be appointed for a term of one year and thereafter for a term of two years for appoints from the general public.
- (7) Two members of the general public to be appointed by the Mayor, confirmed by majority vote of the City Council, one member to be appointed for a term of one year and thereafter for a term of two years and one member to be appointed for a term of two years and thereafter for a term of three years.
- (8) All members of the Committee must be Salem residents.

The Commissions, Boards, Council and Mayor who have appointment authority under this Division shall appoint such representatives within 45 days of the effective date of this ordinance. Should there be a vacancy or resignation in any of the Community Preservation Committee positions, the Commissions, Boards, Council or Mayor who have appointment authority under this Division shall appoint a new representative within 45 days of the first date of a known vacancy or resignation.

As a prerequisite to appointment to the Community Preservation Committee, a Commission or Board appointee must be in good standing, meaning that the member's term of appointment from the Board or Commission shall not have lapsed. In the event that a Committee member who is appointed by a Board or Commission has term of appointment to the underlying Board or Commission that lapses while he or she is a member of the Committee, that appointee shall be ineligible to vote on any matter before the Committee until the member is back in good standing or replaced.

Should any of the Commissions or Boards who have appointment authority under this Division be no longer in existence for whatever reason, the appointment authority for that Commission or Board shall become the responsibility of the City Council.

Should the Mayor fail to appoint a committee member into his/her two allotted spots within 45 days following adoption of this Division or a known vacancy, the appointment authority for that position shall be the City Council.

Should the City Council fail to appoint a committee member into their two allotted spots within 45 days following adoption of this Division or a known vacancy, the appointment authority for that position shall be the Mayor.

Should any of the Commissions or Boards who have appointment authority under this Division fail to appoint a representative within 45 days following adoption of this Division or a known vacancy, the appointment authority for that position shall be the Mayor. In the event the Mayor appoints following a Commission or Board's failure to do so, the individual chosen must be a current member in good standing of the Commission or Board and whose appointment shall be subject to approval of the City Council. In the event 45 additional days have lapsed since the Mayor was to appoint a member to the Committee from a Board or Commission and the Mayor fails to make such appointment, the City Council shall then become the appointing authority for that position.

### **Sec. 2-2012. Powers and Duties**

(1) The community preservation committee shall study the needs, possibilities and resources of the city regarding community preservation. The committee shall consult with existing municipal boards, including the City Council, the conservation commission, the historical commission, the planning board, the park and recreation commissioners and the housing authority, or persons acting in those capacities or performing like duties, in conducting such studies. As part of its study, the committee shall hold one or more public informational hearings on the needs, possibilities and resources of the city regarding community preservation possibilities and resources, notice of which shall be posted publicly and published for each of two weeks preceding a hearing in a newspaper of general circulation in the city. The committee may, after proper appropriation, incur expenses as permitted by state law using funds from the community preservation fund to pay such expenses.

(2) The community preservation committee shall make recommendations to the City Council for the acquisition, creation and preservation of open space; for the acquisition, preservation, rehabilitation and restoration of historic resources; for the acquisition, creation, preservation, rehabilitation and restoration of land for recreational use; for the acquisition, creation, preservation and support of community housing; and for the rehabilitation or restoration of open space and community housing that is acquired or created with Community Preservation Funds. With respect to community housing, the community preservation committee shall recommend, wherever possible, the reuse of existing buildings or construction of new buildings on previously developed sites. With respect to recreational use, the acquisition of artificial turf for athletic fields shall be prohibited.

(3) The community preservation committee may include in its recommendation to the City Council a recommendation to set aside for later spending funds for specific purposes that are consistent with community preservation but for which sufficient revenues are not then available in the Community Preservation Fund to accomplish that specific purpose or to set aside for later spending funds for general purposes that are consistent with community preservation.

Upon approval of any rule or regulation by the committee, a copy of the same shall be filed with the City Clerk and become effective as of the date of filing thereof unless the specific vote of the committee establishes a later effective date.

### **Sec. 2-2013. Amendments**

This Division may be amended from time to time by a majority vote of the City Council, provided that the amendments would not cause a conflict to occur with M.G.L., Chapter 44B.

**Sec. 2-2014. Severability**

In case any section, paragraph or part of this division is for any reason declared invalid or unconstitutional by any court of last resort, every other section, paragraph or part shall continue in full force and effect.

**Section II.** This ordinance shall take effect as provided by city charter.

# Secretary's Standards for Rehabilitation

The Standards (Department of Interior regulations, 36 CFR 67) pertain to historic buildings of all materials, construction types, sizes, and occupancy and encompass the exterior and the interior, related landscape features and the building's site and environment as well as attached, adjacent, or related new construction. The Standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility.

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a historic property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.
10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.



**CITY OF SALEM, MASSACHUSETTS**  
**Dominick Pangallo, Mayor**  
**Community Preservation Committee**

98 WASHINGTON STREET ♦ SALEM, MASSACHUSETTS 01970  
 ♦ 978-619-5685 ♦

## FY24 CPA Determination of Eligibility Application (DOE)

**Submit 1 original and 10 copies** to: Patricia Kelleher, City of Salem, Dept. of Planning & Community Development, 98 Washington St., Salem, MA 01970. To ensure consideration for Community Preservation Act (CPA) funding during this round, submit no later than Friday, **January 5, 2024**. Early applications are encouraged. Projects determined eligible will be invited to submit a Funding Application. Awarded funds will not be available before 7/1/24. Send questions to [pkelleher@salem.com](mailto:pkelleher@salem.com).

PROJECT NAME: _____	Applicant is (check one): <input type="checkbox"/> City board or department <input type="checkbox"/> Other public entity (i.e. Housing Authority, MA State) <input type="checkbox"/> Non-profit - 501(c)(3) <input type="checkbox"/> Private group or individual*
PROJECT LOCATION: _____	
APPLICANT NAME / ORGANIZATION: _____	
MAILING ADDRESS: _____	
CONTACT PERSON: _____	PHONE: _____

EMAIL: \_\_\_\_\_

*In the chart at right, please indicate (X) all categories that apply to this project (minimum of one). For information on CPA funding categories, please refer to the "Allowable Spending Purposes" chart on the reverse page.*

INDICATE THE LEGAL PROPERTY OWNER OF RECORD:

\_\_\_\_\_

	Open Space	Historic Resources	Recreational Land	Community Housing
Acquisition				
Creation				
Preservation				
Support				
Rehabilitation/ Restoration				

**HISTORIC RESOURCES PROJECTS:** CPA funds are primarily for property exteriors. \*At this time, the Salem CPC does not recommend awards for private residences or private, for-profit commercial properties.

- Date of original construction: \_\_\_\_\_
- Is the resource listed on the State Register of Historic Places? YES  NO 
  - If the resource is not listed on the State Register of Historic Places, has the Salem Historical Commission made a determination that the resource is significant? YES  (ATTACH COPY) NO

**COMMUNITY HOUSING PROJECTS:**

- Total number of units proposed \_\_\_\_\_
- Of the total, number that will meet the State definition of "affordable" \_\_\_\_\_

► For municipal owned properties, when the applicant is NOT a city department (i.e. PTA, neighborhood group), the applicant **MUST** provide written consent to submit the DOE by the managing City department. Funding applications will require co-signing by the authorized representative of the City department.

► For non-municipal properties, if the applicant is NOT the owner of the property, a written consent to apply must be included in the DOE application, which acknowledges that the funding application will be co-signed by the owner and that any required funding agreements and restrictions (i.e. preservation restriction, affordable housing restriction) will be executed by the property owner. Restrictions shall be recorded at the Registry of Deeds.

**PLEASE ATTACH A BRIEF NARRATIVE WHICH PROVIDES A DESCRIPTION OF THE PROJECT AND HOW IT RELATES TO THE CATEGORIES THAT ARE SELECTED IN THE CHART ABOVE – NO MORE THAN 1 PAGE & NO LESS THAN 12 PT FONT, PLEASE.**



# CITY OF SALEM, MA Community Preservation Committee FY24 Funding Application

Please date stamp here upon receipt.

## Application Cover Page

**Must be on top of entire application packet. NO cover letters, please!**

To ensure consideration for FY23 Community Preservation Act funding, please submit this no later than **Friday, March 22, 2024**.

Prior to submitting this funding application, applicants should first submit a Determination of Eligibility application and receive a Letter of Eligibility from the Community Preservation Committee. Please read all materials carefully. Omitted information may result in delays or application rejection. Awarded funds will not be available before 7/1/24.

PROJECT NAME (BRIEF): \_\_\_\_\_

PROJECT LOCATION \_\_\_\_\_

INDICATE THE LEGAL PROPERTY OWNER OF RECORD: \_\_\_\_\_

APPLICANT NAME/ORGANIZATION: \_\_\_\_\_

CO-APPLICANT NAME/ORGANIZATION: \_\_\_\_\_

APPLICANT MAILING ADDRESS: \_\_\_\_\_

APPLICANT CONTACT: \_\_\_\_\_ DAYTIME PHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_

Applicant is (check one):

City board or department

Other public entity (i.e. Housing Authority, MA State)

Non-profit - 501(c)(3)

Private group or individual\*

In the chart below, please indicate (X) the **approved**

**Indicate Total CPA Funds Requested (must match total CPA request in attached Budget Summary). Use whole dollars only.**

\$ \_\_\_\_\_

	Open Space	Historic Resources	Recreational Land	Community Housing
Acquisition*				
Creation				
Preservation				
Support				
Rehabilitation/ Restoration				

• **category(s) from your Letter of Eligibility.**

If acquisition, please provide the number of acres to be acquired:

<b>Provide a one sentence description of the project:</b>	
---	--

I/we attest that all information provided in this entire submission is true and correct to the best of my/our knowledge and that no information has been excluded, which might reasonably affect funding. I/we authorize the Community Preservation Committee and/or the City of Salem to obtain verification from any source provided. I acknowledge and agree that a permanent restriction filed at the Registry may be placed on the property as a condition of funding. I understand that this application will be made available to the public.

Name (printed) \_\_\_\_\_ Signature \_\_\_\_\_ Date: \_\_\_\_\_

Name (printed) \_\_\_\_\_ Signature \_\_\_\_\_ Date: \_\_\_\_\_

### Submission:

Ten 8½ x 11 copies (double sided acceptable). To preserve file space, NO 3-ring binders please; and

- **One (1) electronic copy of all submitted materials (Word for narratives, .jpeg for pictures, no PDFs (except application, support ltrs) on CD or flash drive to: Patricia Kelleher, City of Salem, Dept. of Planning & Community Development, 98 Washington St., Salem, MA 01970**

---

---

## **Submission Requirements**

---

---

Please check ✓ each item included in your submission. Your submission should include the applicable items in the order listed below.

### **General**

- Application Cover Page (form provided)
- Submission Requirements Checklist (this form)
- Narratives
- Category Specific Narratives
- Project Timeline - Provide a project schedule showing all major milestones (i.e. study, design, environmental, permitting, construction, estimated completion date, etc.), including receipt of other funding sources.

### **Financial**

- Budget Summary (form provided)
- Cost estimates and/or written quotes, if applicable
- Proof of secured funding (commitment letters, bank statements), if applicable

### **Visual**

- Map - Please include a map showing the property location (if applicable, show wetlands and wetland buffers, flood plain, water bodies, parks, open spaces, rails, and other features pertinent to the project). Applicants may use the City's interactive mapping website at <https://www.salem.com/gis-and-maps/links/interactive-map>
- Catalog cuts (i.e. recreation equipment), if applicable
- Photos of the project site (not more than four views per site). Digital copies for use in a presentation must be provided.

### **Ownership/Operation (non-City)**

- The property owner MUST be an applicant. Co-applicants that are not owners are permitted.
- Certificate of Good Standing (if operating as a corporation)
- 501(c)(3) certification (if operating as a non-profit)
- Purchase and Sale agreement or Copy of Current Recorded Deed (if applicable)

### **Community Support (Recommended)**

- Letters of Support (i.e. city departments, residents, neighborhood groups, civic organizations, businesses, etc.). Please do not have supporters mail in letters; please include them in the application.

### **Historic Resource Projects**

- Documentation that the project is listed on the State Register of Historic Places or a written determination from

the Salem Historical Commission that the resource is significant in the history, archaeology, architecture or culture of Salem. Note: If located within a local or National Register district, it must be a contributing property to the district.

- Photos documenting the condition of the property.
- Report or condition assessment by a qualified professional describing the current condition of the property, if available (PDF acceptable).

***Community Housing Projects***

- Development proforma

***Plans and Reports (if available) - If available in 8 ½ x 11, include in the application. If not, provide separately, not bound to the application.***

- Renderings, site plans, engineering plans, design and bidding plans and specifications
- Applicable Reports: 21E, Historic Structure Reports, appraisals, survey plans, feasibility studies - for reports of more than 10 pages, applicants may provide 2 copies, rather than 11.

## Budget Summary

Indicate the total project costs, including CPA funding request, from all proposed sources.  
Application package must include a complete itemized budget of all project costs.  
Note: CPA funds cannot be used for maintenance.

	STUDY	SOFT COSTS*	ACQUISITION	CONSTRUCTION**	TOTAL
<b>SOURCE 1: SALEM CPA</b> <i>(total must match amount requested on cover sheet)</i>	\$	\$	\$	\$	\$
<b>SOURCE 2:</b>	\$	\$	\$	\$	\$
<b>SOURCE 3:</b>	\$	\$	\$	\$	\$
<b>SOURCE 4:</b>	\$	\$	\$	\$	\$
<b>SOURCE 5:</b>	\$	\$	\$	\$	\$
<b>SOURCE 6:</b>	\$	\$	\$	\$	\$
<b>TOTAL PROJECT COST</b>	\$	\$	\$	\$	\$

\*Soft costs include design, professional services, permitting fees, closing costs, legal, etc.

\*\*For this application "construction" refers to new construction, rehabilitation, preservation and/or restoration work.

In the column to the right, please explain the status of each funding source (i.e. submitting application 7/1/14, applied on 1/1/14, received award notification 3/1/14, funds on-hand in organization bank account, etc.). For sources where funding has been awarded or funds are on hand, please attach documentation proof from the funding source (commitment letter, bank statement, etc.).

<b>SOURCE 2:</b>	<b>STATUS:</b>	
<b>SOURCE 3:</b>	<b>STATUS:</b>	
<b>SOURCE 4:</b>	<b>STATUS:</b>	
<b>SOURCE 5:</b>	<b>STATUS:</b>	
<b>SOURCE 6:</b>	<b>STATUS:</b>	

**Do you anticipate that your project may require bonding (City projects only)? If yes, please elaborate.**

---

# Application Narratives

---

 Please attach concise narratives that respond to all questions in the order they are described below. 

## General Narratives (All Applicants)

### A. Project Description

1. What is the project description, scope of work and goals?
2. Where is the project located? Describe the visibility.
3. Why is this project needed? How does it preserve and enhance the character of the City?
4. What is the public benefit? Describe the population the project will serve. Does the project encourage economic development and/or enhance the tax base?
5. How is the project consistent with recommendations of current relevant planning documents? For information on available planning documents, refer to the Community Preservation Plan and/or <https://www.salem.com/planning-and-community-development/pages/studies-and-reports> . Be specific, citing document and page of each goal/object quoted.
6. Is the project of an urgent nature?
  - a. Is there a critical deadline? Please specify if the project is constrained by scheduling factors not controlled by the applicant (i.e. opportunity for immediate acquisition, opportunity to leverage available non-CPA grant or other financial opportunity).
  - b. For historic resource applications, is the property at risk for irreparable loss? If so, please include a condition assessment from a qualified professional.
7. What is the nature of community support for this project?
8. How does the project meet any additional General Evaluation Criteria?

### B. Financial

1. Will there be in-kind contributions, donations or volunteer labor? Are there fundraising plans? Describe other attempts to secure funding (including unsuccessful).
2. What is the basis for the total CPA funding request?
3. Provide any additional pertinent information relative to the proposed budget.

### C. Project Management

1. Please describe how the project is practical and feasible and can be implemented within a reasonable, feasible schedule and budget.
2. Will the project need any permits? Please describe the nature of permits and inspections required. Applicants are encouraged to concurrently begin to seek applicable permits. Are there any other known or potential barriers to project implementation and completion?

3. Who will be responsible for undertaking the project? Is the project regional? Identify and describe the roles of all known participants (applicants, architects, contractors, etc.).
  - a. For City of Salem (and regional) projects, what City of Salem department will manage the project?
  - b. For non-City of Salem projects, what are the qualifications/experience of the project's sponsoring organization? Demonstrate that the applicant/applicant team has successfully implemented projects of similar type and scale, or has the ability and competency to implement the project as proposed.
4. Who will be responsible for ongoing maintenance?

---

## ***Category Specific Narratives***

---

Prepare narratives that respond to all questions below for each category checked on the Application Cover Page.

### **Community Housing Projects**

- A. How does the project meet the CPC's Evaluation Criteria for Community Housing Projects? Please describe how the project meets the category specific primary criteria and any secondary criteria for Community Housing.
- B. What are the total number of units proposed? Of the total, will 10% of the housing units or more be affordable to households who earn below 60 percent of the area median income? What will be the long term affordability? Note: Property owner must enter into an affordable housing restriction for a minimum of 99 years (if CPA funds are used for acquisition, a permanent restriction). The area-wide median income shall be the area-wide median income as determined by the United States Department of Housing and Urban Development.
- C. If the project incorporates sustainable design features, explain how they will reduce impacts on the environment including, but not limited to, reducing energy consumption, enhancing energy and water conservation, and the use of recyclable materials.
- D. Explain how the project incorporates universal design, if applicable.

### **Historic Resource Projects**

Note: CPA funds are primarily awarded for work to property exteriors.

- A. How does the project meet the CPC's Evaluation Criteria for Historic Resource Projects? Please describe how the project meets the category specific primary criteria and any secondary criteria for Historic Resources.
- B. What is the date of the original construction/creation of the resource? The resource must be a minimum of 50 years old.
- C. Is the resource listed on the State Register of Historic Places or has the Salem Historical Commission made a determination that the resource is significant? Written documentation is required.

**Note:** As a condition of CPA funding, the CPC has routinely required Preservation Restrictions (PR) for ALL private projects receiving CPA funds for historic resources. Such restrictions place the property under Salem Historical Commission (SHC) review for exterior alterations. In order to ensure compliance with the required restriction, all projects needing a PR as a condition of receiving CPA funds shall not receive a building permit until the project plans have first been reviewed for compliance with the PR and are reviewed by the SHC, if required. If the PR is still in development and has not been recorded at the Registry of Deeds, the property shall be flagged in the City's permitting system to request that a Building Permit be held until either the PR is filed with the Registry or the project proponent submits design plans to the SHC for review to ensure that the project complies with the Secretary of the Interiors Standards and the intent of the CPA funding for historic resources. **Note:** For municipal historic resource projects that are not located in the local historic district, nor in the Salem Redevelopment Authority area, project plans shall be reviewed by the City's Preservation Planner for adherence to the Secretary of the Interiors Standards prior to project bidding.

- D. If the project incorporates sustainable design features, explain how they will reduce impacts on the environment including, but not limited to, reducing energy consumption, enhancing energy and water conservation, and the use of recyclable materials.
- E. Explain how the project incorporates universal design, if applicable.

### **Open Space Projects**

- A. How does the project meet the CPC's Evaluation Criteria for Open Space Projects? Please describe how the project meets the category specific primary criteria and any secondary criteria for Open Space.

**Recreational Land Projects**

- A. How does the project meet the CPC's Evaluation Criteria for Recreational Land Projects? Please describe how the project meets the category specific primary criteria and any secondary criteria for Recreational Land.
- B. Does the project support multiple recreation uses? Describe each use.
- C. Explain how the project incorporates universal design, if applicable.

---

---

## ***Application Information***

---

---

### **General:**

- If the proposal involves City-owned land or structures, either the applicant or the co-applicant must be a City agency/department.
- Applicants must review the Community Preservation Plan, including the Evaluation Criteria and all materials in this Funding Application packet. Review of the CPA legislation is recommended.
- All proposals must be submitted using the application forms contained herein (Application Cover Page, Application Checklist, Budget Summary) along with the required narratives and attachments.
- Applications may be accepted at any time. However, the CPC will announce one annual cutoff date to ensure funding consideration for that funding round. Applications received after the deadline may be held until the next funding round.
- If submitting multiple applications, the applicant may indicate if one application is preferred over another.
- During the funding round review, the CPC may request additional information from the applicant.
- Supplanting is not permitted. CPA funds cannot be used to reimburse funds paid from other sources.
- Implementing cost-saving measures and leveraging other funding or in-kind donations is encouraged.
- Other permitting: Projects must conform to the zoning regulations of the City of Salem, as applicable. Projects must have Board of Appeals, Conservation Commission, Salem Historical Commission, Planning Board, Salem Redevelopment Authority and/or Park & Recreation Committee approval, as applicable. Projects must have a building permit before proceeding, as applicable.
- Non-city applicants must be in good standing with all real estate taxes and water/sewer fees.
- For acquisition of an interest in real estate, property value will need to be established through procedures “customarily accepted by the appraising profession as valid”. Applicants for acquisition projects are encouraged to include an appraisal from a qualified professional. CPA funds may be requested to pay for an appraisal, but this may delay a CPA funding award. Please include an estimate of the number of acres to be acquired.
- Project Sign - Permanent signage that identifies that the project receives CPA funding from the City of Salem may be required by the CPC for certain completed construction projects. For all construction projects, temporary signage is required while work is underway. See the CPA administrator for the current policy. CPC staff will provide appropriate language for signage. Awarded organizations should work with CPC staff to determine if the City has temporary signage available for use during construction.
- Non-city property will require the filing of a permanent restriction at the Registry of Deeds to ensure that the property continues to be used for the applicable CPA purpose. Restrictions are legal documents that place limitations on the property and must be executed by the property owner. These restrictions apply to all future owners of the property, and cannot be easily changed or removed by subsequent owners. The restriction will be held by the City of Salem or its designee in order to facilitate enforcement of the conditions. Project proponents whose projects have restrictions as a condition of CPA funding, or with restrictions in development, shall submit project plans for compliance with the restriction prior to obtaining any building permits. Commonly used restrictions in CPA projects:
  - For Open Space Conservation and Outdoor Recreation Projects, the Conservation restriction will be approved by the MA Executive Office of Energy and Environmental Affairs (EOEEA)
  - For Community Housing Projects the Affordable Housing Restrictions will be approved by the MA Dept. of Housing and Community Development (DHCD)
  - For Open Space Agricultural Projects, the Agricultural Preservation Restrictions will be approved by the MA Dept. of Agricultural Resources (DAR)

○ For Historic Projects the Preservation Restrictions will be approved by the Massachusetts Historical Commission.

**Please direct any questions on completion of this application to Patricia Kelleher, [pkelleher@salem.com](mailto:pkelleher@salem.com) or 978-619-5685.**

*Rev. 11/1/23*