

# CITY OF SALEM

## FY25 COMPANION to, and ONE-YEAR ACTION PLAN (YEAR 5 OF 5 OF THE 5-YEAR CONSOLIDATED PLAN)



JULY 1, 2024 – JUNE 30, 2025  
FISCAL YEAR 2024  
(HUD 2023 FUNDS)

April 1, 2024  
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Mayor

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## Introduction

The Federal funding that Salem will receive for FY25 includes \$1,050,000.00 in CDBG funds, an estimated \$150,000 in HOME funds and a projected \$80,000 in program income. Total proposed expenditures based on current estimates of funding to be available are \$1,300,000.00.

Many activities leverage funding from other sources to maximize the impact of the federal dollars the City receives. Together, these resources fund a wide range of activities designed to develop and maintain affordable housing, improve neighborhood public facilities, provide economic opportunities, improve access for people with disabilities, provide critical public services, assist people who are homeless, and prevent homelessness. The City bases its funding allocations on needs identified, proposed activities and accomplishments to meet those needs and estimated funding needed to reach the goals and accomplishment levels.

### **CDBG 101: What Can Be Funded?**

Although CDBG funds can be used for many types of housing, community and economic development activities, some restrictions apply. CDBG funds must be used for an eligible activity, must address at least one of three “national objectives” set by Congress, and a majority of the funds must be spent on activities that benefit very low, low or moderate income people.

#### ***National Objectives***

- **Benefit to very low, low and moderate income persons**
  - Activities that serve a “limited clientele”
    - Limited clientele refers to certain populations presumed by HUD to have very low, low or moderate incomes: abused children, battered spouses, elderly persons, severely disabled adults, homeless persons, illiterate persons, persons living with AIDS and migrant farm workers
    - Serving people with incomes below the very low, low or moderate income threshold (see “Income Limits” below)
  - Area benefit activities
    - Activity conducted in a service area that is primarily residential, and at least 51% of the residents have very low, low or moderate incomes (see Map in Appendix). The activity must meet the needs of very low, low and moderate income persons.
  - Job creation or retention activities
    - At least 51% of the jobs created or retained must be available to and held by very low, low or moderate income people
- **Aid in the prevention or elimination of slums or blight**
  - Area Basis - Must be a formally designated area (i.e. Salem’s downtown)
  - Spot Basis – Only a limited set of activities qualify
  - Urban Renewal Area
- **Meet a need having a particular urgency**
  - Recent emergency conditions only, posing an immediate threat to health or welfare of community and no other funding is available

***Eligible Activities***

CDBG funds may be used for a variety of activities. In general, the activities fall into these categories:

- Anti-Crime Programs
- Economic Development
- Homeless & HIV/Aids Programs
- Housing
- Infrastructure
- Planning & Administration
- Public Facilities
- Public Services
- Senior Programs
- Youth Programs

### ***What Does “Very Low, Low or Moderate Income” Mean?***

Each year HUD publishes “income limits” that define very low, low and moderate income levels used in several housing and community development programs. The income limits are determined by household size and the median incomes in a particular area<sup>1</sup>. Below are the income limits in effect for Salem as of June 15, 2023.

Household Size	Income Limits							
	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT
MODERATE (80% of Median)	82,950	94,800	106,650	118,450	127,500	137,450	146,900	156,400
LOW (50% of Median)	51,951	59,401	66,801	74,201	80,151	86,101	92,051	97,951
VERY LOW (30% of Median)	31,151	35,601	40,051	44,501	48,101	51,651	55,201	58,751

### ***Addressing the COVID-19 pandemic***

The COVID-19 pandemic began during the final stages of the development of the 5-Year Consolidated Plan. The City acknowledges that additional needs have arisen as a result. Salem made an effort to respond to immediate needs by reprogramming available 2019 CDBG funds, as well as through the use of CDBG-Coronavirus Aid, Relief, and Economic Security Act (CARES) funds. The authorizing statute of the CDBG program requires that each activity funded, except for program administration and planning activities, must meet one of three national objectives. As previously stated, the three national objectives are:

- Benefit to low- and moderate- income (LMI) persons;
- Aid in the prevention or elimination of slums or blight; and
- Meet a need having a particular urgency (referred to as urgent need).

Moving forward, with regard to urgent needs due to infectious disease or Federal/State/Local declared disasters, additional CDBG funds may be reprogrammed to activities to address those needs, including housing, infrastructure, public facilities, assistance to affected businesses, public services or planning, capacity building or technical assistance. Such changes may include a modification in purpose, scope, location or beneficiaries of activities and may use CDBG, CDBG-CARES (CDBG\_CV) or other awarded federal funds under the LMI and/or Urgent Need National Objective. Therefore, Salem may will utilize all three national objectives during this period.

## **FY25 Action Plan Summary of Proposed Activities**

The following section describes the activities proposed for FY25 in the categories of Affordable Housing, Economic Development, Neighborhood Improvements, Public Services and Planning & Administration that will be undertaken with CDBG and/or HOME funds. The activities listed are a combination of those managed by the city and by community organizations.

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<sup>1</sup> The Boston-Cambridge-Quincy, MA-NH HUD median income is \$149,300 as of 6/15/2023

Typically, the City identifies activities to be funded from a specific year's resources, but for some projects, such as multi-year funding commitments or construction projects, the activity may be completed in the following fiscal year or undertaken over several fiscal years. It is not uncommon for the City to have projects that are ongoing from a previous fiscal year.

## FY25 Affordable Housing Activities

- **Housing Rehabilitation Loan Program**

The *Housing Rehabilitation Loan Program* provides technical and financial assistance to help homeowners make needed improvements to their properties. The program's primary objectives are the elimination of lead paint, hazardous health and safety conditions, code violations, and barriers to accessibility. The program rehabilitates owner-occupied single and multi-family properties, which also creates and/or improves rental opportunities. Upon completion of the rehabilitation, and for at least 15 years thereafter, all rental units assisted with federal funding will be restricted to affordable rents.<sup>2</sup> Housing rehabilitation may also be undertaken by non-profit owners of rental properties.

**Projected Accomplishments:** 2 Households Assisted

**Proposed Funding:** 145,000 CDBG

This activity may also use carried over funding from FY24

- **First-Time Homebuyer Downpayment Assistance Loan Program**

The *First-Time Homebuyer Downpayment Assistance Loan Program* provides 0 percent interest, deferred-payment loans to households that wish to purchase a home in the City of Salem. The loan is deferred, as long as ownership of the property is not sold, transferred or refinanced. This program provides renters with the opportunity to become homeowners, while potentially freeing up a rental unit for another family.

**Projected Accomplishments:** 1 Households Assisted

**Proposed Funding:** \$5,000 CDBG

This activity may also use carried over funding from FY24

- **Tenant Based Rental Assistance Program (Housing First)**

The Tenant Based Rental Assistance will target homelessness in Salem through North Shore Community Action Programs (NSCAP). It will provide 12-24 months of temporary rental assistance for high risk homeless individuals. Support services will be provided separately through the agency.

**Projected Accomplishments:** 3 Households assisted

**Proposed Funding:** \$70,000 HOME

- **Affordable Housing Development**

Pool of funds for when opportunities arise for pre-development, acquisition and/or rehabilitation of affordable housing units (at or below 80% of AMI) by non-profit housing developers and/or CHDO's.

**Projected Accomplishments:** To be determined.

**Proposed Funding:** HOME: \$73,800 will be used for a specific development project(s) to be determined.

- **Rehabilitation Administration**

Provides for the administration costs necessary to manage our rehabilitation programs, including inspectional services, mortgage filings, salary, benefits and non-salary expenses.

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<sup>2</sup> Rent limits are established by HUD annually.



**Proposed Funding:** \$99,700 CDBG; \$6,200 HOME

## Fiscal Year 2025 Economic Development Activities

- **Small Business Financial Assistance Programs**

The City provides financial assistance to local business owners through its *Business Loan Program* and *Storefront Improvement Program*, which are operated out of a funding pool. The *Salem Business Loan Program* works to expand financing opportunities for local entrepreneurs, while creating jobs for low- and moderate-income individuals and revitalizing the city's downtown and income-eligible neighborhoods. The program provides low-interest loans to qualified entrepreneurs to cover the gap between the amount of financing needed for an economic development project and the amount that conventional lenders can finance. Funds are available for acquisition, construction, or rehabilitation of real property and for financing related to the purchase of equipment, fixtures, inventory, leasehold improvements and working capital. Terms/conditions of the loans vary. The *Storefront Improvement Program* is designed to encourage private investment and reinvestment by new and existing property/business owners in eligible commercial districts, by offering a one-to-one match for façade improvements. The match from the city is up to \$5,000 for each storefront.

**Projected Accomplishments:** 1 business assisted, minimum of 1 job created

**Proposed Funding:** \$20,000. This activity may also use carried over funding from FY24

- **Business Technical Assistance**

The City helps to coordinate and fund technical assistance services to local business owners. The City will continue to fund the *Salem Main Streets Downtown Program*. The goal of the Program is to assist in the revitalization of downtown Salem as a vibrant year-round retail, dining and cultural destination through business recruitment, retention and promotion. Main Streets works with entrepreneurs and business owners to secure needed resources and navigate approval processes. Main Streets also works to improve the downtown business climate in support of additional economic development.



Woven Royal Ribbon Cutting, Received Business Technical Assistance from NSCDC

Continuing this year will be assistance for a North Shore Community Development Coalition's (NSCDC) Small Business Engagement Program that will serve minority entrepreneurs with a business workshop series, mentoring sessions, networking groups and referrals to partner agencies. The program will assist the development and growth of immigrant-owned businesses that provide products and services to the Point Neighborhood. WeeCare Inc. is proposing a new program in Salem to provide a childcare management app that allows childcare providers to digitize their operation and run their business efficiently from their mobile devices.

Technical assistance is also provided to new and existing businesses by the City's Economic Development Planners, who administer the City's financial assistance programs and provide administration to the Salem Redevelopment Authority, which has approval authority over projects occurring in the Downtown Area (slum/blight area).

**Projected Accomplishments:** Minimum 7 jobs created

**Proposed Funding:** \$223,000. This activity may also use carried over funding from FY24.

## Fiscal Year 2025 Neighborhood Improvement Activities

### • Parks, Public Facilities & Infrastructure Improvements

Various improvements to publicly owned resources in eligible neighborhoods. Improvements may include, broadband, traffic/pedestrian circulation/calming, safety and aesthetics, accessibility improvements, trash receptacles, bike paths, lighting, public art, signage, park and playground improvements, flood drain improvements, climate resilience, historic preservation, cleanup of vacant lots and open space improvements, repaving of streets, installation of curb cuts/crosswalks, replacement of sidewalks and planting of street trees in eligible neighborhoods or the downtown slum/blight area, as well as improvements to fire stations, schools and neighborhood facilities (which may include ventilation or fire suppression improvements) and other public facilities and public infrastructure, such as the area along the South River. Examples of projects under consideration include improvements to Curtis Park, extension of the Mack Park waterline to the community gardens, Improvements to Old Town Hall, Improvements to Fire Station #5, improvements to the Family Resource Center along with trees and sidewalks in low and moderate income neighborhoods. It may also include improvements to a homeless shelter carried about by a subrecipient, or nonprofit.



Design Scheme for Curtis Park Renovation

**Projected Accomplishments:** Various park, public facility and infrastructure improvements

**Proposed Funding:** \$144,700. This activity may also use carried over funding from FY24.

The Neighborhood Improvement category will also include \$15,000 for program delivery costs.

### • Downtown Improvements

Undertake infrastructure improvements to support Salem's slum/blight area (downtown) and complement ongoing Economic Development activities. The City intends to complement the economic development efforts by contributing public investment. Projects may include improvements to improvements to Old Town Hall, street and sidewalk improvements, pedestrian circulation, safety and aesthetic improvements, accessibility improvements, tree planting, trash receptacles, traffic improvements, lighting, public art, signage and open space. Additional improvements may include improvements to Lappin Park as well as Charlotte Forten Park improvements including the installation of a shade structure and bronze sculpture.



Charlotte Forten Shade Structure Rendering

**Projected Accomplishments:**, Various park, public facility, tree planting, public art, lighting, and infrastructure improvements including a permanent public art sculpture and shade structure at Charlotte Forten park.

**Proposed Funding:** \$70,000. This activity may also use carried over funding from FY24.

## Fiscal Year 2025 Social Services Activities

### • **Community Support Services**

The City provides grants to nonprofit agencies for social service programs that assist homeless individuals and families, as well as low- and moderate-income Salem residents in need. Funded programs are selected through a competitive Request for Proposal process.

**Proposed Accomplishments:** Grants for approximately 23 social service agency programs to assist an estimated 28,308 persons.

**Proposed Funding:** \$170,800

This activity may also use carried over funding from FY24.



Parks & Recreation Playground Enrichment

*Fiscal Year 2025 Social Services Funding Proposals Received:*

### **Located within or steps from the Point Neighborhood:**

- Catholic Charities - Homeless Prevention Program
- HAWC – Children’s Services for Domestic Violence Victims in Emergency Shelter
- Disability Resources Center - Housing Assistance Services
- Leap for Education - College and Career Ready Program
- North Shore CDC - Resident Services Program
- Salem Pantry, Inc. – Mobile Food Distribution Program
- Salem Police Department - Point Targeted Patrols
- Salem Park, Recreation & Community Services – Offsite Programming for Older Adults in the Point Neighborhood

### **Located in Downtown Salem:**

- Salem YMCA – Afterschool Program
- Lifebridge – Medical Services Program

### **Located within Salem:**

- Salvation Army – Homeless Prevention Program
- Boys & Girls Club of Greater Salem - Math & Literacy is Fun Program
- Salem Council on Aging – Senior Transportation Program
- Salem Council on Aging –Creative Arts Program for Older Adults
- Salem Council on Aging –Muscle Strength & Endurance for Older Adults
- Salem Council on Aging- Mind your Brain Wellness Memory Café
- Salem Park, Recreation & Community Services – Playground Enrichment Program
- Sail Salem- Seafarer Transportation
- Salem Police Department – Community Policing
- Salem Housing Authority – Mental Health Education & Wellness

### **Located outside Salem (but available to Salem residents):**

- Citizens Inn, Inc. – Haven from Hunger Food Pantry
- North Shore Community Action Programs, Inc. - Homeless Prevention Program
- Open Door Immigration Program – Increasing Community Access to Immigration Legal Services

## Fiscal Year 2025 Planning & Administration Activities

- **General Program Administration**

This activity provides for the necessary general administration costs of the CDBG program oversight and coordination. It also includes the development of plans and studies and the provision of public information. General administration costs are capped at 20 percent of the available CDBG funds.

**Proposed Funding:** \$226,000 (salary, benefits, non-salary expenses, studies). This may include funds required to match grant funds being provided by Massachusetts Historical Commission to undertake Survey and Planning Grant projects and/or other grant-funded projects.

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# Executive Summary

## AP-05 Executive Summary - 91.200(c), 91.220(b)

### Introduction

Each year, the City of Salem receives federal funds for housing and community development activities. The City uses these funds to undertake housing, community and economic development projects and programs that assist low- to moderate-income individuals, families and neighborhoods.

To receive these funds, the City must prepare a Consolidated Plan every five years, as well as annual Action Plans. The Consolidated Plan process identifies needs as a result of gathering information from many sources. The outcome of this needs assessment (completed through research and compilation of data and direct, personal consultations) is a comprehensive strategy for the use of Salem's federal housing and community development funds to address unmet needs identified during the Consolidated Plan process. The Consolidated Plan establishes a vision for attaining a higher quality of life for low- and moderate-income residents and each annual Action Plan outlines specific activities that work toward accomplishing that vision. Together, the Consolidated Plan and the Annual Action Plans provide a record of how Salem evaluated its needs and presents a blueprint of how it will use the funds to be received from the U.S. Department of Housing and Urban Development (HUD). Salem's current Consolidated Plan was completed in 2020 (for activities to take place from July 1, 2020 through June 30, 2025), along with the Fiscal Year 2021 Action Plan (Year 1).

This document is the City of Salem's Action Plan for Fiscal Year 2025 (Year 5). It describes the activities that the City will undertake in the next fiscal year (July 1, 2024 - June 30, 2025) with Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds. These funds can be used for projects or programs undertaken by the City or by organizations engaged by the City.

**Community Development Block Grant (CDBG)** funds are used to benefit low- and moderate-income persons or to prevent, eliminate slums or blight or address urgent needs in Salem through a variety of community development programs. CDBG is a formula-based program designed to develop viable urban communities by providing decent housing, a suitable living environment and expanded economic opportunities for persons of low- and moderate-income.

In addition, Salem is a member of the North Shore HOME Consortium and receives an allocation of **Home Investment Partnership (HOME)** funds. The City of Salem is one of thirty member communities in the North Shore HOME Consortium. HOME funds are dedicated solely for housing programs, and can be used to fund a wide range of activities that build, buy and/or rehabilitate affordable housing for rent or home ownership. Please note that while our narratives discuss the use of HOME funds, these funds are reported through the North Shore HOME Consortium.

The FY25 Action Plan, including appendices, will be located at [www.salem.com](http://www.salem.com), along with a companion document that provides a summary of activities proposed for FY25.

**COVID-19 Pandemic** - Just before the Consolidated Plan was completed, the COVID-19 pandemic occurred. Salem has made an effort to respond to new and increased needs by reprogramming available CDBG funds, as well as through the use of CDBG-CARES funds. Moving forward, with regard to urgent needs due to infectious disease or Federal/State/Local declared disasters, CDBG funds may be reprogrammed to activities to address those needs, including housing, infrastructure, public facilities, assistance to affected businesses, public services or planning, capacity building or technical assistance. Such changes may include a modification in purpose, scope, location or beneficiaries of activities and may use CDBG, CDBG-CARES or other awarded federal funds under the LMI and/or Urgent Need National Objective.

### **Summarize the objectives and outcomes identified in the Plan**

The primary objective of HUD's Entitlement Programs is to develop viable communities through the provision of decent housing, suitable living environments, and expanded economic opportunities. Through Salem's needs assessment, several priority needs were identified, and goals were developed as corresponding to those needs. The priority needs were determined by review of data, community meetings, and public and stakeholder engagement.

#### Decent Housing

- Housing affordable to people of all income levels was consistently identified as a priority need by stakeholders and public participants. In particular, seniors, families, people with disabilities, low- to moderate-wage employees of businesses based in Salem, and individuals experiencing homelessness or transitioning from homelessness are most impacted by the cost of housing. Purchase prices are out of reach for low- and moderate-income households trying to become homeowners, and renters are vulnerable to displacement due to rent increases and evictions.
- Much of Salem's housing stock is in century-old, 2-4 family structures. Over 80 percent of the housing stock was built before 1979. Due to the frequent presence of stairs, lead paint, code violations, and in some cases discrimination, it can be difficult for families, disabled, senior, and minority households to find housing appropriate to their needs. Many homeowners are in housing that is inadequate or does not fit their needs because they cannot afford repairs or modifications, access financing, or find alternative housing.

#### Suitable Living Environment

- Needs for social services including transportation, nutrition, housing advocacy, legal services, education, childcare, crime prevention, youth and adult programming, and emergency funds for homelessness prevention were identified. Mental health issues are a concern for many homeless individuals, and access to a sustained continuum of care is critical. Incidences of drug addiction have been increasing, and more capacity is needed for prevention and treatment around substance abuse.
- Participants highlighted the need for public realm improvements to beautify LMI neighborhoods, increase tree canopies, provide safe and accessible sidewalks, improve resiliency against flooding

and the impacts of climate change, and improve circulation for pedestrians, bicycles, vehicles, and public transit.

### Expanded Economic Opportunities

- There is a need for economic development to support business growth in Salem. There is a need for more local or nearby living wage jobs, as well as paths for career advancement. Access to job training and ESL classes would help to match the available work-force with jobs in the region. Services to provide orientation to new immigrants, as well as financial management or life skills to those emerging from homelessness, would help these individuals gain economic independence. Affordable childcare and after-school care is a barrier to full employment for many workers, along with transportation constraints. Support is also needed to help local businesses to thrive.

### **Evaluation of past performance**

During the many years of Salem's CDBG Program, the City has made significant improvements to the City's physical and social environment for its low- and moderate-income residents. The CDBG program has had a strong impact in Salem, as seen through the numerous homes rehabilitated, neighborhood facilities and infrastructure improved, businesses strengthened, jobs created and families served through our public service agencies.

The annual Consolidated Annual Performance and Evaluation Report (CAPER) provides an analysis of the accomplishments and progress the City has made toward meeting the goals and objectives laid out in its previous Five Year Consolidated Plan. The FY24 CAPER, for the current fiscal year, will be available by September 30, 2024. The most recent CAPER, for FY23, evaluated the fourth fiscal year of the previous Five Year Consolidated Plan. The FY23 CAPER is available at the City of Salem Department of Planning and Community Development (DPCD), the Salem Public Library and on the City's website at [www.salem.com](http://www.salem.com).

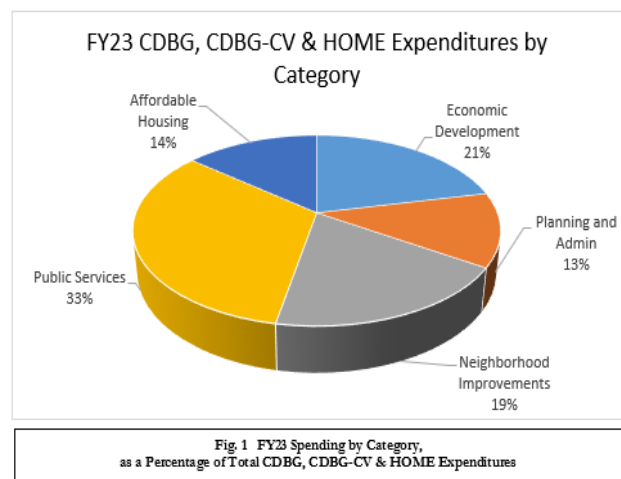


Figure 1 illustrates FY23 spending by category, as a percentage of overall CDBG and HOME expenditures.

### **Summary of Citizen Participation Process and consultation process**

As part of the process in developing the FY25 Action Plan, the DPCD conducted an initial remote public hearing on January 18, 2024 and an in person public hearing on March 21, 2024 to seek public input from residents, businesses, social service organizations and various stakeholders. Notices of the meetings were published in the Salem News (legal ad) and on Salem Access TV, were posted at Salem City Hall, at the



Salem Public Library, at the Salem Community Life Center, at the Salem Housing Authority and on [www.salem.com](http://www.salem.com). The notice was also emailed to a distribution list of nearly 300 representatives of social service agencies that serve Salem residents and a press release was issued. In addition, a Request for Proposals was issued to non-profit agencies for public service, economic development and housing programs to meet Salem resident needs, as well as to city departments for public facilities and infrastructure proposals.

Copies of the Draft Action Plan are available at [www.salem.com](http://www.salem.com) and a thirty-day comment period is being held from April 3, 2024 through May 6, 2024, during which a public hearing will be held on April 18, 2024. Notices of the availability of the plan were distributed in the same manner as the notices for the January public hearing. The Salem City Council will be requested to authorize the submission of the Application for Federal Funding at its meeting of April 11, 2024.

### **Summary of public comments**

A summary of public comments from the citizen participation process can be found in section AP-12 of this Action Plan.

### **Summary of comments or views not accepted and the reasons for not accepting them.**

All comments and views were taken into consideration in preparation of this Consolidated Plan.

### **Summary**

The City of Salem has identified a wide range of activities designed to develop and maintain affordable housing, improve neighborhood facilities, provide economic opportunities, improve access for people with disabilities, provide critical public services, assist people who are homeless, and prevent homelessness. The FY25 Action Plan includes many of Salem's core programs in the categories of affordable housing, economic development, neighborhood improvements, public services and planning and administration, including:

- Housing Rehabilitation Loan Program
- First Time Homebuyer Downpayment Assistance Loan Program
- Rental Downpayment Assistance Program
- Affordable Housing Development
- Small Business Financial Assistance Programs
- Business Technical Assistance
- Parks, Public Facilities & Infrastructure Improvements
- Neighborhood Street and Sidewalk Improvements/Tree Planting
- Community Support Services
- General Program Administration and Rehabilitation Administration

## **PR-05 Lead & Responsible Agencies - 91.200(b)**

### **Agency/entity responsible for preparing/administering the Consolidated Plan**

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

<b>Agency Role</b>	<b>Name</b>	<b>Department/Agency</b>
CDBG Administrator	SALEM	Department of Planning & Community Development

**Table 1 – Responsible Agencies**

### **Consolidated Plan Public Contact Information**

City of Salem  
Department of Planning & Community Development  
98 Washington Street  
Salem, MA 01970  
Att: Amanda Chiancola, Deputy Director Planning & Community Development  
T: 978-619-5685  
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## **AP-10 Consultation - 91.100, 91.200(b), 91.215(l)**

### **Introduction**

In 2019, the City of Salem retained a consultant, Community Opportunities Group, Inc. (COG), to prepare its Five Year Consolidated Plan (covering city Fiscal Years 2021-2025) and first year Action Plan (FY21). In developing this Consolidated Plan, a series of nine community meetings and focus groups were held throughout the city, including a public hearing. The meetings were held at the Salem Housing Authority, at neighborhood meetings within specific wards with large low- and moderate-income (LMI) populations, in the City Hall offices, at the Community Life Center, at community organizations, and at Salem State University, to reach as broad of a population as possible. The focus groups targeted persons with disabilities, housing service providers, businesses and seniors. Individual stakeholder interviews were conducted with city staff, social service providers, residents, business owners, and other persons and organizations familiar with local needs. To supplement these, COG interviewed and consulted with staff from provider agencies who serve Salem residents, both those located in and outside of Salem. In addition, an on-line survey (in Spanish and English) generated 455 responses. A second public hearing was held during the 5-day comment period after the release of the Draft plans.

For this Action Plan (FY25), the process began with a remote public hearing on January 18, 2024 and an in person meeting was held on March 21, 2024 to solicit community comments. A Request for Proposals was issued for public service, economic development and housing programs, as well as to City departments for public facilities and infrastructure improvement proposals. Following development of the plan, a third

public hearing will be held at the City Hall Annex at 6pm on April 18, 2024. The City Council will be requested to authorize submission of the Application for Federal Funding on April 11, 2023.

**Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).**

The City works cooperatively with private housing providers and private and governmental health, mental health, and service agencies and other interested parties to implement its Consolidated Plan.

In January of 2023 the City hired a Neighborhood Stability Coordinator. This is a new position created to enhance coordination between the public and assisted housing providers and government services by building partnerships with housing, utility, homeless, and related service organizations. The coordinator is a point of contact for Salem residents to connect them with housing providers and other related social service agencies. The Neighborhood Stability Coordinator works with the City's Latino Affairs Coordinator. The Latino Affairs Coordinator also aids residents navigating government services and programs and particularly focuses on strengthening connections with Latino and Latina residents.

The DPCD leads Salem H.O.P.E. (Human Organization Partnership Effort), an email networking group of human service agencies that serves Salem residents. Salem H.O.P.E. provides a distribution list for agencies to share virtual events, programs, job opportunities and other information provides an opportunity for agencies to learn about the services being provided by other agencies in order to fill in gaps, coordinate efforts and avoid duplication of services.

The DPCD coordinates with the Salem Housing Authority (SHA) to address the housing needs of Salem's lower-income residents. Proposed development sites or demolition or disposition of existing public housing developments must follow established regulatory procedures administered by City agencies. Some of these, such as the Board of Appeals and Planning Board, have staff support from the DPCD. The SHA recently received an award of Salem Community Preservation Act funds to coordinate a Transitional Housing Program.

The City also works with nonprofit agencies to administer social service activities. The City issues an annual Request for Proposals (RFP) for CDBG public services funding to undertake priority programs outlined in the Consolidated Plan.

The City of Peabody is the lead community for the North Shore HOME Consortium. Salem works with the consortium to coordinate the implementation of its HOME-funded programs. Salem also works with local CHDOs and CDCs to carry out priority activities.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

The Balance of State (BoS) CoC, under the supervision of the Massachusetts Department of Housing and Community Development, implements the continuum's homelessness strategy across 120 member communities, including Salem. This encompasses the administration of federal and state resources, submission of the Consolidated Application for McKinney-Vento funds, completion of regional needs assessments, and supervision of projects addressing homelessness assistance and prevention.

The City relies on its CDBG funding to address homeless needs and conduct homelessness prevention activities through public social services funding. Each year, through the public services program, the City of Salem solicits proposals from nonprofit organizations for housing and community services. Through this process, the City funds various homeless programs which may include rental down payment assistance, homelessness prevention emergency assistance, medical services, outreach, and transitional housing. Salem provides NSCAP, Salvation Army, and Catholic Charities with CDBG funding for Homelessness Prevention Programs and provides HOME funding to NSCAP and Citizens for Adequate Housing to assist households with first/last/security payments for rental housing. In addition, NSCAP receives funding for a Housing First program, tenant based rental assistance targeted to high risk homeless individuals.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS.**

The City of Salem does not receive a direct award of ESG funds. MA DHCD oversees ESG Funds through the BoS. In prior years Lifebridge, located in Salem, received ESG funds directly from DHCD. However, Lifebridge signed a new contract with the state that does not include any Federal funding.

## Agencies, groups, organizations and others who participated in the process and consultations

Table 2 – Agencies, groups, organizations who participated

1	<b>Agency/Group/Organization</b>	CATHOLIC CHARITIES
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	For the consolidated plan, Catholic Charities participated in a stakeholder focus group to provide input on community development needs. The City remains in close contact with Catholic Charities, for this action plan Catholic Charities shared community needs information through their application.
2	<b>Agency/Group/Organization</b>	Citizens Inn
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	For the consolidated plan, Citizens Inn participated in a stakeholder focus group to provide input on community development needs. The City remains in close contact with the organization, for this action plan Citizens Inn shared community needs regarding people experiencing a housing crisis and food insecurity through their application.
3	<b>Agency/Group/Organization</b>	Disability Resource Center
	<b>Agency/Group/Organization Type</b>	Services-Persons with Disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	For the consolidated plan, the Disability Resource Center participated in a stakeholder focus group to provide input on community development needs. The City remains in close contact with the Disability Resource Center, for this action plan they shared community needs information through their application.
4	<b>Agency/Group/Organization</b>	HELP FOR ABUSED WOMEN AND THEIR CHILDREN (HAWC)
	<b>Agency/Group/Organization Type</b>	Services-Victims of Domestic Violence Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Families with children Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	HAWC provided information that was incorporated into the consolidated plan needs and market analysis. The organization continues to coordinate with the City, for this action plan HAWC provided information regarding the needs for victims of domestic violence in their application.
5	<b>Agency/Group/Organization</b>	Lifefridge
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Strategy Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Lifefridge provided information that was incorporated into the consolidated plan needs and market analysis. The organization continues to coordinate with the City, for this action plan Lifefridge provided information regarding the needs of people experience homelessness through their application.

6	<b>Agency/Group/Organization</b>	North Shore Community Action Programs
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Elderly Persons Services-Persons with HIV/AIDS Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	North Shore Community Action Program (NSCAP) provided information that was incorporated into the consolidated plan needs analysis, anti-poverty strategy and market analysis. The organization continues to coordinate with the City, for this action plan NSCAP provided information regarding the needs for people experiencing housing insecurity in their application.
7	<b>Agency/Group/Organization</b>	NORTH SHORE COMMUNITY DEVELOPMENT CORPORATION
	<b>Agency/Group/Organization Type</b>	Housing Regional organization Planning organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The NSCDC provided information that was incorporated into the consolidated plan housing needs and market analysis. The organization continues to coordinate with the City, for this action plan NSCDC provided information regarding the needs for LMI residents in their public service application.
8	<b>Agency/Group/Organization</b>	Salem Council on Aging
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Other government – Local

	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Non-Homeless Special Needs Market Analysis Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Salem COA provided information that was incorporated into the consolidated plan housing needs and market analysis. The organization continues to coordinate with the City, for this action plan the COA provided information regarding the needs for older adults in their applications.
9	<b>Agency/Group/Organization</b>	SALEM MAIN STREETS
	<b>Agency/Group/Organization Type</b>	Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Market Analysis Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Salem Main Streets participated at a meeting with the joint committee on economic development to discuss community needs for the consolidated plan. The organization continues to coordinate with the city. For this action plan, Main Streets consulted the city on the needs of LMI employees and businesses through their application.
10	<b>Agency/Group/Organization</b>	Salem YMCA
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Salem YMCA consulted with the City on the needs of LMI households through their public service application.
12	<b>Agency/Group/Organization</b>	Sail Salem
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs



	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Sail Salem consulted with the City on the needs of LMI youth through their public service application.
	<b>Agency/Group/Organization</b>	Salem Housing Authority
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Anti-poverty Strategy
6	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	For the consolidated plan, the Salem Housing Authority participated in a stakeholder focus group to provide input on community development needs. The City remains in close contact with the organization, for this action plan the SHA shared community needs of older adults.
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	LEAP for education provided information regarding the needs for LMI residents in their public service application.
15	<b>Agency/Group/Organization</b>	Salem Pantry
	<b>Agency/Group/Organization Type</b>	Services-Food
	<b>What section of the Plan was addressed by Consultation?</b>	Anti-poverty strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Salem Pantry provided information regarding the needs for LMI residents in their public service application.

16	<b>Agency/Group/Organization</b>	The Boys and Girls Club
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Boys and Girls Club provided information regarding the needs for LMI residents in their public service application.
17	<b>Agency/Group/Organization</b>	The Salvation Army
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-homeless Services- Elder persons
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	For this action plan Salvation Army shared community needs regarding people experiencing a housing crisis through their application.

### Identify any Agency Types not consulted and provide rationale for not consulting

During development of the 5-Year Consolidated Plan, twenty-three agencies/groups/organizations participated in the process. A list of all the agencies is provided in Table 2 of PR-10 in the Consolidated Plan. To the City's knowledge, it consulted with all relevant agency types.

### Other local/regional/state/federal planning efforts considered when preparing the Plan

<b>Name of Plan</b>	<b>Lead Organization</b>	<b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>
Continuum of Care	City of Peabody	Salem DPCD works directly with Peabody and member agencies in implementation of the Strategic Plan to support and enhance its existing programs that address at-risk and homeless families.

**Table 3 - Other local / regional / federal planning efforts**

## **Narrative**

Table 3 of the 5-Year Consolidated Plan outlines eleven local/regional/federal planning efforts considered when preparing the plan. The DPCD coordinates and communicates with other municipal departments, local and regional agencies, and public and private housing organizations. The DPCD communicates regularly with its subrecipients and subcontracted agencies delivering social services. The DPCD also works with the Salem Housing Authority, nonprofit organizations and housing developers to produce affordable housing in the City.

### ***AP-12 Participation - 91.401, 91.105, 91.200(c)***

#### **Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

In developing the 5-Year Consolidated Plan, the City and the City's consultant preparing the plan held a series of nine community and focus group meetings throughout the city, including a public hearing. The meetings were held at the Salem Housing Authority, at neighborhood locations within specific wards with large LMI populations (such as at Espacio and at Salem State University), in the City Hall offices, at Old Town Hall, at the Community Life Center, and at Salem Access Television, to reach as broad of a population as possible. The focus groups targeted persons with disabilities, housing providers, businesses and seniors, while individual stakeholder interviews were conducted with city staff, service providers, residents, business owners, and other interested parties. To augment the outreach process, the City conducted an online survey in English and Spanish (also available in a hard copy format), for which the City had 455 responses. All public comment was considered during the development of the draft and final plans.

For the FY25 Action Plan, citizen participation included a public hearing in January 18, 2024 held virtually on Zoom and an in person public hearing on March 21<sup>st</sup> held at the City Hall Annex and the collection of written comment. In order to include broad public participation, outreach to participate includes an English/Spanish legal notice in the Salem News and an English/Spanish notice posted at City Hall & City Hall Annex. Notices were provided to the Salem Public Library, Salem Council on Aging and the Salem Housing Authority for posting. An English/Spanish Community Bulletin Board request was posted with Salem Access Television. Notices and a cover letter were provided to all City Councillors. A press release was sent to the Salem News and other media. The public hearing notice was also posted on the City's website and was mailed or emailed to various social service agencies and neighborhood associations.

The City publicized the availability of the draft Action Plan and the date/time of the public hearing and the public comment period in several ways in order to obtain broad public comment. An English/Spanish Community Bulletin Board request was provided to Salem Access Television. An English/Spanish legal ad was published in the Salem News indicating the availability of plans and providing notice of the 30-day comment period and scheduled public hearing. English/Spanish notices were posted at City Hall and City Hall Annex and on [www.salem.com](http://www.salem.com). Notices were provided to the Salem Public Library, Salem Council on Aging and the Salem Housing Authority, and were emailed to the Salem H.O.P.E. distribution list,

subrecipient agencies and various City departments. A press release was sent to the Salem News and other media.

The plan was made available for download on [www.salem.com](http://www.salem.com).

The public comment period commenced on April 3, 2024 and will end on May 6, 2024. A public hearing will be held on April 18, 2024.

The City Council will be requested to approve submission of the Application for Federal Assistance on April 11, 2024.

## Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-English Speaking - Specify other language: Spanish  Non-targeted/broad community  Public Service Agencies	On January 18, 2024, a virtual public hearing was held for all interested persons on Zoom. Spanish translation was available. A PowerPoint presentation was provided.	Questions were asked regarding eligibility; however, no comments were offered.	n/a	
2	Newspaper Ad	Non-English Speaking - Specify other language: Spanish  Non-targeted/broad community  Public Service agencies	A newspaper ad was published on January 4, 2024 to advertise the January 18, 2024 public hearing and the acceptance of written comments.	No comments were received.		

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Public Meeting	Non-English Speaking - Specify other language: Spanish  Non-targeted/broad community  Public Service Agencies	On March 21, 2024, an in person public hearing was held for all interested persons at the City Hall Annex. A PowerPoint presentation was provided.	Questions were asked regarding eligibility; however, no comments were offered.	n/a	
4	Newspaper Ad	Non-targeted/broad community  Public service agencies	A newspaper ad was published on March 7, 2024 to advertise the March 21, 2024 public hearing, the availability of the draft plan and the 30-day comment period.	No comments were received.		

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
5	Public Meeting	<p>Non-English Speaking - Specify other language: Spanish</p> <p>Non-targeted/broad community</p> <p>Public Service Agencies</p>	On April 18, 2024, a public hearing will be held for all interested persons. Spanish translation was available. A PowerPoint presentation was provided.			
6	Newspaper Ad	<p>Non-targeted/broad community</p> <p>Public service agencies</p>	A newspaper ad will be published on April 3, 2024 to advertise the April 18, 2024 public hearing, the availability of the draft plan and the 30-day comment period.			

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## **Expected Resources**

### **AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)**

#### **Introduction**

The City of Salem receives Community Development Block Grant (CDBG) funds from HUD to benefit low- and moderate-income persons or to prevent or eliminate slums or blight in Salem through a variety of community development programs. CDBG is a formula-based program designed to develop viable urban communities by providing decent housing, a suitable living environment, and expanded economic opportunities for persons of low- and moderate income. Salem expects to receive a \$1,050,000 allocation for FY25.

As one of 30 member communities of the North Shore HOME Consortium, Salem receives an allocation of Home Investment Partnership (HOME) funds from HUD. HOME funds are dedicated solely for housing programs, and can be used to fund a wide range of activities that build, buy and/or rehabilitate affordable housing for rent or home ownership. The Consortium, through its lead community of Peabody, submits a Consolidated Plan for operating the HOME program. An allocation of approximately \$150,000 is anticipated for FY25.

Along with HUD funds, housing and economic loan programs generate program income, which the City directs to existing or new programs as needed. Income is generated as loans are repaid or recaptured from an assisted property or business. The City estimates it will generate approximately \$80,000 annually in program income.

In addition to these resources, many activities leverage funding from other government and private sources to maximize the impact of the federal dollars the city receives.

The Community Preservation Act (CPA) was adopted by Salem voters in 2012, establishing a local fund for open space, historic preservation, outdoor recreation, and affordable housing. It is financed by a property tax surcharge of 1%, along with annual matching funds from the statewide CPA Trust Fund. These funds can be used for a variety of purposes, including activities that acquire, create, preserve, support and rehabilitate/restore housing for low- and moderate-income households. Massachusetts CPA regulations require that a minimum of 10% of annual CPA revenues be set aside or spent for each of the program areas, including affordable housing, open space and recreation, and historic preservation, and the remaining 70% may be dedicated to any eligible program area. The amount of state matching funds varies depending on the availability of funds and the number of communities participating, ranging between 17-31% in the past five years. In FY23, the local surcharge revenues were \$830,183.42 generating \$301,048 in State match funds.

Several housing and community development programs are carried out by non-city agencies that operate through a variety of funding resources. Together, these resources fund a wide range of activities designed to develop and maintain affordable housing, improve neighborhood public facilities, provide economic opportunities, improve access for people with disabilities, provide critical public services, assist people

who are homeless, and prevent homelessness. The City will continue to work with community and regional partners to identify further funding opportunities that can be used to support affordable housing and other objectives served by CDBG programs.

### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,050,000	80,000	0	1,130,000	1,130,000	CDBG is a formula-based program that provides decent housing, a suitable living environment, and expanded economic opportunities for persons with low- and moderate income.

**Table 1 - Expected Resources – Priority Table**

### Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

In order to maximize accomplishments and make projects feasible, the DPCD combines the funds with other funding sources. For example, most of the public service agencies funded use CDBG funds as a portion of their overall activity budgets.

The following summarizes the funds that are expected to be leveraged in program year 2024, fiscal year 2025:

- *First Time Homebuyer Program*: Homebuyers provide matching funds and obtain financing from a primary lender.
- Housing development projects by NSCDC, WinnDevelopment, Harborlight Homes and Avalon Bay have combined Low-Income Housing Tax Credits and other state, federal funding, as well as private fundraising, grants, financing, and program fees.
- State programs such as *Get the Lead Out* and *MassSaves* have been used to assist in home rehabilitation.

- Salem is a Housing Choice Community. This designation provides Salem exclusive access to a Housing Choice Grant.
- The *Salem Main Streets Program* leverages approximately nearly \$200,000 annually through state/local funds, business contributions, private funds, event fees and donations.
- Salem is a Gateway City, making it eligible for certain State funds.
- The City's Capital Improvement Program provides funding annually on a project-specific basis for both CDBG and non-CDBG activities.
- The City's General Fund, State Chapter 91 and various federal, state and private grant or loan programs are often sources for brownfields, parks, and infrastructure improvements. Examples of these include Parkland Acquisitions and Renovations for Communities (PARC), Environmental Protection Agency, National Endowment for the Arts, MassDevelopment Brownfields Assessment Program, MA Office of Coastal Zone Management, MassWorks, the Massachusetts Preservation Projects Fund, Green Communities, the Cultural Facilities Fund, and the Gateway Cities Park Program.
- The City provides about \$800,000 annually for planning and administration costs.
- Additional planning funds and technical assistance have been obtained through Massachusetts Historical Commission, MassHousing, Massachusetts Housing Partnership and Metropolitan Area Planning Council.

The City may consider submitting an application for a Section 108 loan in the future for housing, economic development and/or public facilities such as Old Town Hall/infrastructure improvements.

**If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

Leefort Terrace is on 3.2 acres of land owned the Salem Housing Authority. Beacon Communities, in collaboration with the Salem Housing Authority, will redevelop the property into a 124-unit, 100% affordable rental, intergenerational, regenerative and climate resilient development. The Salem Redevelopment Authority owns a vacant one acre parcel adjacent to the MTBA that will be developed into 120 mixed income apartments. Both of these projects are anticipating breaking ground in the winter of 2024 and will both leverage publicly owned land to address the need identified in the Consolidated Plan for affordable housing in Salem.

In 2021 the Urban Land Institute commenced a technical assistance panel to analyze the challenges and opportunities of increasing its affordable housing stock by developing the City's high school property.

Public infrastructure and facilities including buildings, parks, roads, sidewalks, the Community Life Center and other public properties continue to enhance the mobility, economic vitality, and quality of life for low- and moderate-income persons.

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## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Improve the Condition of Existing Housing.	2020	2025	Affordable Housing	City-wide	Affordable Housing	CDBG: \$145,000	Homeowner Housing Rehabilitated: 2
2	Increase the Supply of Affordable Housing	2020	2025	Affordable Housing	City-wide	Affordable Housing	CDBG: \$0	Rental units rehabilitated: 0 Household Housing Unit
3	Facilitate Homeownership	2020	2025	Affordable Housing	City-wide	Affordable Housing Homeownership Assistance	CDBG: \$5,000	Direct Financial Assistance to Homebuyers: 1 Households Assisted
4	Financially Support Small Businesses	2020	2025	Non-Housing Community Development	LMI Areas Downtown City-wide	Economic Development	CDBG: \$20,000	Jobs created/retained: 1 Jobs
5	Offer Business Technical Assistance	2020	2025	Non-Housing Community Development	LMI Areas Downtown City-wide	Economic Development	CDBG: \$223,000	Jobs created/retained: 7 Jobs

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Provide Community Support Services	2020	2025	Homeless Non-Homeless Special Needs	City-wide	Public Services	CDBG: \$170,800	Public service activities other than Low/Moderate Income Housing Benefit: 28,308 persons Persons Assisted
7	Invest in Parks Infrastructure & Public Facilities	2020	2025	Non-Housing Community Development	LMI Areas City-wide	Neighborhood Public Facilities and Infrastructure	CDBG: \$144,700	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 17,600 Persons Assisted
8	Improve Downtown Slums/Blight Area	2020	2025	Non-Housing Community Development	Downtown	Downtown Public Facilities and Infrastructure	CDBG: \$70,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 4,735

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	Undertake Planning & Administration	2020	2025	Planning & Administration	LMI Areas Downtown City-wide	Affordable Housing Homeownership Assistance Economic Development Public Services Neighborhood Public Facilities and Infrastructure Downtown Public Facilities and Infrastructure	CDBG: \$226,000	

**Table 4 – Goals Summary**

## Goal Descriptions

1	<b>Goal Name</b>	Improve the Condition of Existing Housing.
	<b>Goal Description</b>	Offer financial and technical assistance to eligible homeowners and investor-owners to improve housing units, including improvements for accessibility for low- to moderate-income renters through the Housing Rehabilitation Loan Program. The goal is also to offer assistance to rehabilitate CHDO, non-profit owned or Salem Housing Authority owned affordable housing.
2	<b>Goal Name</b>	Increase the Supply of Affordable Housing
	<b>Goal Description</b>	Support the Salem Housing Authority, Affordable Housing Trust Fund Board, local non-profit housing organizations and CHDOs seeking to acquire, create, preserve, and/or renovate affordable units.
3	<b>Goal Name</b>	Facilitate Homeownership
	<b>Goal Description</b>	Offer financial assistance to eligible households in the form of loans for downpayments and closing costs through the First-Time Homebuyer Downpayment Assistance Program.
4	<b>Goal Name</b>	Financially Support Small Businesses
	<b>Goal Description</b>	Provide a Business Loan Program and a Storefront Improvement Program for new, emerging or expanding small businesses that create or retain jobs for low-and moderate-income workers, address building code violations, handicapped access, and/or leverage private investment.
5	<b>Goal Name</b>	Offer Business Technical Assistance
	<b>Goal Description</b>	Offer technical assistance, training, design guidance, location service, and referrals for owners of microenterprises or businesses that create or retain jobs for low- and moderate-income workers. Provide program delivery for the business loan program, oversight of the Salem Redevelopment Authority, and funding for the Salem Main Streets, North Shore CDC's Small Business Engagement Program and other economic development programs.



6	<b>Goal Name</b>	Provide Community Support Services
	<b>Goal Description</b>	Provide grants to nonprofit agencies for social services programs such as homelessness and foreclosure prevention, housing education, food distribution, homeless services, job training, senior transportation, childcare, crime prevention, immigrant services, ESL and citizenship education, youth activities, senior services, adult education (financial literacy, computer training, etc.), and substance abuse prevention, and other programs that advance self-sufficiency, reduce household financial burdens, or improve the quality of life, as well as other special services (legal assistance, program navigation). Also support programs that provide supplemental education and/or engagement programs to increase public school students' academic achievement and ability to move on to higher education.
7	<b>Goal Name</b>	Invest in Parks Infrastructure & Public Facilities
	<b>Goal Description</b>	Undertake public facility, infrastructure and traffic/pedestrian improvements that enhance the quality of life in eligible neighborhoods, such as, broadband, parks/playgrounds, tree planting, lighting, public art, signage, bike paths, streets, sidewalks, crosswalks, pedestrian safety, safety/security, trash receptacles, traffic calming, flood drain improvements, climate resilience, accessibility, and improvements to fire stations, the Community Life Center, schools, Lifebridge's homeless day center, and shelters. Examples of projects under consideration include improvements to Curtis Park, extension of the Mack Park waterline to the community gardens, Improvements to Old Town Hall, Improvements to Fire Station #5, improvements to the Family Resource Center along with trees and sidewalks in low and moderate income neighborhoods. It may also include improvements to a homeless shelter carried about by a subrecipient, or nonprofit.
8	<b>Goal Name</b>	Improve Downtown Slums/Blight Area
	<b>Goal Description</b>	Undertake infrastructure improvements to support Salem's Downtown Renewal Area and complement ongoing Economic Development activities. Projects may include but are not limited to street & sidewalk improvements, tree planting, trash receptacles, traffic/pedestrian improvements, bike paths, accessibility, lighting, public art, signage and open space improvements, as well as improvements to public facilities and public infrastructure. Example of projects map include improvements to Lappin Park as well as Charlotte Forten Park improvements including the installation of a shade structure and bronze sculpture at the park.
9	<b>Goal Name</b>	Undertake Planning & Administration
	<b>Goal Description</b>	The City will continue to undertake the planning and general administration necessary to manage the CDBG program and to carry out studies and initiatives that address specific needs and strategies.



## AP-35 Projects - 91.420, 91.220(d)

### Introduction

Salem will carry out the following programs to address the goals identified in the Five Year Consolidated Plan:

- **Affordable Housing** - Support for public housing authority, housing trusts, local non-profit housing organizations and CHDOs seeking to acquire, create, preserve, and/or renovate affordable units or to offer programs that provide gap funding assistance.
- **Downpayment Assistance for First Time Homebuyers** - Financial assistance to eligible households in the form of loans for downpayments and closing costs.
- **Housing Rehabilitation Program** - Offer financial and technical assistance to eligible homeowners and investor-owners to improve housing units, including improvements for accessibility.
- **Business Technical Assistance** - Technical assistance, training, design guidance, location service and referrals for owners of microenterprises or businesses that create or retain jobs for low- and moderate-income workers. Program delivery for the business loan program, oversight of the Salem Redevelopment Authority and funding for the Salem Main Streets Program and the Small Business Engagement Program offered by North Shore CDC or others.
- **Small Business Financial Assistance Programs** - Business Loan Program and Storefront Improvement Program for new, emerging or expanding small businesses that create or retain jobs for low- and moderate-income workers or eliminate or prevent slum/blight conditions, address building code violations and/or improve access, and/or leverage private investment.
- **Community Support Services** - Grants to nonprofit agencies for social services programs such as homelessness and foreclosure prevention, housing education, food distribution, homeless services, job training, senior transportation, childcare, crime prevention, immigrant services (cultural orientation and acclimation), ESL and citizenship education, youth activities, senior services, adult education (financial literacy, computer training, etc.) and substance abuse prevention, and other programs that advance self-sufficiency, reduce household financial burdens or improve the quality of life, as well as other special services (legal assistance, program navigation guidance). Also to support programs that provide supplemental education and/or engagement programs to increase public school students' academic achievement.
- **Neighborhood Improvement Activities** - Undertake public facility and infrastructure improvements that enhance the quality of life in eligible neighborhoods, such as, parks/playgrounds, tree planting, lighting, public art, signage, bike paths, streets, sidewalks, crosswalks, pedestrian safety, trash receptacles, traffic calming, climate resilience, accessibility, Community Life Center, fire stations, schools, etc.
- **Downtown Improvements** - Public facilities and infrastructure improvements that are located in Salem's Downtown Renewal area and/or benefit people with disabilities such as lighting, signage, pedestrian safety, streets, sidewalks, crosswalks, trash receptacles, accessibility, public art and/or tree planting.
- **General Program Administration** - Planning and general administration is necessary to provide the tools needed to manage the CDBG program, as well as the development of plans and studies and the provision of public information.

#	Project Name
1	Housing Rehabilitation Programs
2	Affordable Housing
3	First Time Homebuyer Program
4	Small Business Financial Assistance Programs
5	Business Technical Assistance
6	Neighborhood Improvement Activities
7	Community Support Services
8	Downtown Improvements
9	Planning & Administration

**Table 5 – Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs:**

During the development of the Five Year Consolidated Plan, Salem residents identified the community development needs and goals for Fiscal Years 2021-2025. The priority needs identified during the extensive public process included the need for affordable housing, economic development, neighborhood improvement, and social services. The City has based its funding allocations on the identified needs. The proposed activities and expected accomplishments are intended to address those needs, with the goals and accomplishments calibrated to projected funding levels. At least 70% of the FY25 CDBG funding will be used for activities that benefit low- and moderate-income persons.

- **Affordable Housing** - Approximately 22% of CDBG funding (including estimated program income) in FY25 will be allocated to affordable housing, along with 100% of Salem’s HOME funding allocation through the North Shore Home Consortium. This funding will be used to facilitate rehabilitation, acquisition and rental assistance for low- and moderate-income households.
- **Economic Development** – The City intends to allocate approximately 22% of its CDBG funding for FY25 to efforts to revitalize commercial districts, improve exterior building facades, and assist new and existing business owners (including microenterprises), through financial and technical assistance.
- **Social Services** - The City intends to allocate 15% to support a broad range of social service programs that are consistent with the needs and goals identified in the Five Year Consolidated Plan.
- **Public Facilities and Infrastructure Improvements** - Approximately 20% of the City’s FY25 CDBG funding will be allocated towards public facilities and infrastructure improvements projects in LMI neighborhoods and in the Downtown Renewal Area.
- **Program Administration** - Not more than 20% will be allocated for the necessary general administration costs for program oversight and coordination, including plans and studies.

The COVID-19 pandemic began during the final stages of the development of the 5-Year Consolidated Plan. Salem made an effort to respond to new and increased needs, by reprogramming available FY19

CDBG funds, as well as through the use of CDBG-CARES funds. Moving forward, with regard to urgent needs due to infectious disease or Federal/State/Local declared disasters, CDBG funds may be reprogrammed to activities to address those needs, including housing, infrastructure, public facilities, assistance to affected businesses, public services or planning, capacity building or technical assistance. Such changes may include a modification in purpose, scope, location or beneficiaries of activities and may use CDBG, CDBG-CARES or other awarded federal funds under the LMI and/or Urgent Need National Objective.

## AP-38 Project Summary

### Project Summary Information

1	<b>Project Name</b>	Housing Rehabilitation Programs
	<b>Target Area</b>	City-wide
	<b>Goals Supported</b>	Improve the Condition of Existing Housing.
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG \$145,000
	<b>Description</b>	Offer financial and technical assistance to eligible homeowners and investor-owners to improve housing units, including improvements for accessibility, through the Housing Rehabilitation Loan Program. Offer assistance to rehabilitate CHDO, non-profit owned or Salem Housing Authority owned affordable housing.
	<b>Target Date</b>	6/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	These funds have not yet been associated with specific addresses. It is estimated that a minimum of 2 families of very low, low or moderate income will be assisted. This activity may also use carried over funding from the prior year to complete additional units.  This activity will use carried-over funds identified in FY23/24 to assist additional families.
	<b>Location Description</b>	This activity would be offered city-wide to income-eligible households.
	<b>Planned Activities</b>	Housing Rehabilitation Loan Program Inspectional Services Rehabilitation Administration
2	<b>Project Name</b>	Affordable Housing
	<b>Target Area</b>	City-wide
	<b>Goals Supported</b>	Increase the Supply of Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG \$0
	<b>Description</b>	Support the Salem Housing Authority, Affordable Housing Trust Fund Board, local non-profit housing organizations and CHDOs seeking to acquire, create, preserve, and/or renovate affordable units.
	<b>Target Date</b>	6/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	This activity may use carried over funding from the prior year to complete units indicated in the prior plan. This activity will use carried-over funds identified in FY23/24.

	<b>Location Description</b>	This activity would be offered city-wide.
	<b>Planned Activities</b>	Pre-development, acquisition and/or rehabilitation of affordable housing units, for households at or below 80% of AMI. As projects are designated, individual activities are set up.
<b>3</b>	<b>Project Name</b>	First Time Homebuyer Program
	<b>Target Area</b>	City-wide
	<b>Goals Supported</b>	Facilitate Homeownership
	<b>Needs Addressed</b>	Homeownership Assistance
	<b>Funding</b>	CDBG \$5,000
	<b>Description</b>	Financial assistance to eligible households in the form of loans for downpayments and closing costs through the First Time Homebuyer Downpayment Assistance Loan Program. In addition to basic downpayment assistance, the program offers an increase over the maximum loan amount for homeowners who complete First-Time Homebuyer Counseling through a qualified training program.
	<b>Target Date</b>	6/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	These funds have not yet been associated with specific addresses. It is estimated that a minimum of 1 families of very low, low or moderate income will be assisted. This activity may use carried-over funds identified in FY23/24.
	<b>Location Description</b>	This activity would be offered city-wide to income-eligible households.
	<b>Planned Activities</b>	Loan Pool for downpayment assistance loan program. As individual activities are set up for first time homebuyer loans, the loan pool is reduced.
<b>4</b>	<b>Project Name</b>	Small Business Financial Assistance Programs
	<b>Target Area</b>	City-wide, LMI Areas, Downtown
	<b>Goals Supported</b>	Financially Support Small Businesses
	<b>Needs Addressed</b>	Economic Development
	<b>Funding</b>	CDBG \$20,000

	<b>Description</b>	<p>Provide a Business Loan Program for new, emerging or expanding small businesses that create or retain jobs for low- and moderate-income workers, address building code violations and/or handicapped access, and/or leverage private investment. The program provides these types of loans:</p> <ul style="list-style-type: none"> <li>• Microenterprise Assistance - provides loans to low- to moderate-income entrepreneurs to assist with their microenterprise business (5 or fewer full-time employees, including the owner).</li> <li>• Commercial Revitalization - provides loans to business owners in the downtown and eligible neighborhood districts to assist with the exterior rehabilitation of their business and/or to correct code violations.</li> <li>• Special Economic Development - provides loans to business owners throughout the city in exchange for job creation and/or job retention for low- and moderate-income people.</li> </ul> <p>Provide a Storefront Improvement Program to help improve the physical appearance of districts by advocating for appropriate design and historic preservation.</p>
	<b>Target Date</b>	6/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that one business will be assisted, creating a minimum of 1 LMI jobs. This activity may also use carried over funds from FY23/24 for additional job retention.
	<b>Location Description</b>	This activity would be offered city-wide to micro-enterprise businesses or businesses that agree to create/retain LMI jobs.
	<b>Planned Activities</b>	Small Business Loan Program Storefront Improvement Program
5	<b>Project Name</b>	Business Technical Assistance
	<b>Target Area</b>	City-wide, LMI Areas, Downtown
	<b>Goals Supported</b>	Offer Business Technical Assistance
	<b>Needs Addressed</b>	Economic Development
	<b>Funding</b>	CDBG \$223,000



	<b>Description</b>	The City's Economic Development Planners assist with new business location or existing business relocation, walks new businesses through the permitting process, coordinates available loan programs, provides design guidance, develops tax increment financing agreements, coordinates the development of neighborhood and economic development plans, manages the Salem Main Streets contract, manages the North Shore CDC Small Business Engagement contract, and liaises between businesses and the Salem Redevelopment Authority, as well as with state economic development agencies to provide businesses with access to tax credits and other incentives. WeeCare Inc. proposes to use CDBG funds to provide a childcare management app that allows childcare providers run their business efficiently from their mobile devices. The Salem Main Streets and the North Shore CDC programs receive CDBG support to provide technical assistance to small businesses including one-on-one consultations on facility design, appearance and marketing (including social media), target market research, business plan development, business models, advocacy, strategy, expansion assistance, peer support, recognizing/addressing operating and financial risks, location assistance for new or relocating businesses, business structuring (i.e. sole proprietor vs LLC), sales project analysis, building brand awareness, IT services, securing capital assistance, permitting navigation, client analysis, event planning, community engagement, developing partnerships, improved business operations, inventory assistance, supply chain management analysis, goal setting, patent applications, wholesale pitch development, increase sales opportunities, hiring, and general business planning.
	<b>Target Date</b>	6/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that a minimum of seven LMI jobs will be created.
	<b>Location Description</b>	This program would be available to eligible businesses city-wide.
	<b>Planned Activities</b>	Salem Main Streets Program Economic Development Program Delivery Small Business Engagement Program
<b>6</b>	<b>Project Name</b>	Neighborhood Improvement Activities
	<b>Target Area</b>	LMI Areas, City wide
	<b>Goals Supported</b>	Invest in Parks Infrastructure & Public Facilities
	<b>Needs Addressed</b>	Neighborhood Public Facilities and Infrastructure
	<b>Funding</b>	CDBG \$159,700.

	<b>Description</b>	Various improvements to publicly owned resources in eligible neighborhoods. Projects may include, but are not limited to improvements to broadband, traffic/ pedestrian circulation/calming, safety and aesthetics, accessibility improvements, trash receptacles, bike paths, lighting, public art, signage, park and playground improvements, flood drain improvements, climate resilience, historic preservation, cleanup of vacant lots and open space improvements, repaving of streets, installation of curb cuts/crosswalks, replacement of sidewalks and planting of street trees in eligible neighborhoods or the downtown slum/blight area, as well as improvements to fire stations, schools and neighborhood facilities (which may include ventilation or fire suppression improvements) and other public facilities and public infrastructure, such as the area along the South River. Examples of projects under consideration include improvements to Curtis Park, extension of the Mack Park waterline to the community gardens, Improvements to Old Town Hall, improvements to Fire Station #5, improvements to the On Point Teen Center along with trees and sidewalks in low and moderate income neighborhoods. It may also include the acquisition, construction, reconstruction, rehabilitation, or installation of a homeless shelter carried about by a subrecipient, or nonprofit.
	<b>Target Date</b>	6/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>Projects will be undertaken in LMI neighborhoods. Per the most recent low- and moderate-income summary data (LMISD), which is based on the ACS 2011-2015 5-year estimates, it is estimated that Salem has 21,395 or 52.7% residents that are LMI persons.</p> <p>LMI neighborhoods have 17,600 total persons of which 12,180 or 69.2% are LMI persons. We have used 17,600 as the estimate for the number of persons to be assisted.</p> <p>This activity may also use carried over funds from FY23/24.</p>
	<b>Location Description</b>	These activities will be located in LMI neighborhoods as well as at locations of public facilities that serve LMI and/or presumed benefit persons.
	<b>Planned Activities</b>	<p>Street Improvements</p> <p>Pedestrian and accessibility improvements</p> <p>Tree Planting</p> <p>Park Improvements</p> <p>Point Neighborhood Improvements</p> <p>Homeless Facility Improvements</p> <p>Public Facility Improvements</p> <p>Climate Resilience Infrastructure Improvements</p>
<b>7</b>	<b>Project Name</b>	Community Support Services
	<b>Target Area</b>	City-wide

<b>Goals Supported</b>	Provide Community Support Services
<b>Needs Addressed</b>	Public Services
<b>Funding</b>	CDBG: \$170,800
<b>Description</b>	Through a Request for Proposals process, provide grants to nonprofit agencies for social services programs such as homelessness and foreclosure prevention, housing education, food distribution, homeless services, job training, senior transportation, childcare, crime prevention, youth and senior programming, adult education (financial literacy, computer training, etc.) and substance abuse prevention and treatment, and other programs that advance self-sufficiency, reduce household financial burdens or improve the quality of life, as well as other special services (legal assistance, program navigation guidance). Also to support programs that provide supplemental education and/or engagement programs to increase academic achievement for public school students.
<b>Target Date</b>	6/30/2025
<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 28,308 persons will be assisted through approximately 23 social service programs. It is estimated that 96% of the persons served will be very low, low or moderate income. This activity may also use carried over funding from CDBG-CARES funds.
<b>Location Description</b>	This activity would be available to non-profit agencies that serve LMI or presumed benefit clientele.
<b>Planned Activities</b>	<p>Grants for approximately 23 social service programs. <i>FY25 Funding Proposals Received:</i></p> <p><b>Located within or steps from the Point Neighborhood:</b></p> <ul style="list-style-type: none"> <li>• Catholic Charities - Homeless Prevention Program</li> <li>• HAWC – Children’s Services for Domestic Violence Victims in Emergency Shelter</li> <li>• Disability Resources Center - Housing Assistance Services</li> <li>• Leap for Education - College and Career Ready Program</li> <li>• North Shore CDC – Resident Services Program</li> <li>• Salem Pantry, Inc- Mobile Food Distribution Program</li> <li>• Salem Police Department - Point Targeted Patrols</li> <li>• Salem Park, Recreation &amp; Community Services – Offsite programming for older adults</li> </ul> <p><b>Located in Downtown Salem:</b></p> <ul style="list-style-type: none"> <li>• Salem YMCA - Afterschool Program</li> <li>• Lifebridge – Medical Services Program</li> </ul> <p><b>Located within Salem:</b></p> <ul style="list-style-type: none"> <li>• Salvation Army – Homeless Prevention Program</li> <li>• Boys &amp; Girls Club of Greater Salem - Math &amp; Literacy is Fun Program</li> <li>• Salem Council on Aging - Senior Transportation Program</li> </ul>

		<ul style="list-style-type: none"> <li>• Salem Council on Aging –Creative Arts Program for Senior Citizens</li> <li>• Salem Council on Aging –Muscle Strength &amp; Endurance for Senior Citizens</li> <li>• Salem Council on Aging- Memory Café</li> <li>• Salem Park, Recreation &amp; Community Services – Playground Enrichment Program</li> <li>• Sail Salem- Seafarer Transportation</li> <li>• Salem Police Department – Community Policing</li> <li>• Salem Housing Authority – Mental Health &amp; Education</li> </ul> <p><b>Located outside Salem (but available to Salem residents):</b></p> <ul style="list-style-type: none"> <li>• Citizens Inn, Inc. – Haven from Hunger Food Pantry</li> <li>• North Shore Community Action Programs, Inc. - Homeless Prevention Program</li> <li>• Open Door Immigration Program – Increasing Community Access to Immigration Legal Services</li> </ul>
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8	<b>Project Name</b>	Downtown Improvements
	<b>Target Area</b>	Downtown
	<b>Goals Supported</b>	Improve Downtown Slums/Blight Area
	<b>Needs Addressed</b>	Downtown Public Facilities and Infrastructure
	<b>Funding</b>	CDBG: \$70,000
	<b>Description</b>	Undertake infrastructure improvements to support the Downtown Renewal Area and complement ongoing Economic Development activities. Projects may include, but are not limited to, public infrastructure, street & sidewalk improvements, accessibility tree planting, trash receptacles, traffic/pedestrian improvements, lighting, public art, bike paths, signage and open space improvements, as well as improvements to public facilities including Old Town Hall, Lappin Park and Charlotte Forten Park. At Charlotte Forten improvements include installation of a shade structure and bronze sculpture. This activity may also use carried over funding from FY 23/24.
	<b>Target Date</b>	6/30/2025
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>4,735 persons are located within the block groups that comprise the Downtown (slum/blight area):</p> <ul style="list-style-type: none"> <li>• 2045003 – pop 710</li> <li>• 2045002 – pop 1,250</li> <li>• 2042002 – pop 495</li> <li>• 2042003 – pop 1,250</li> <li>• 2043001 – pop 1,030</li> </ul> <p>As public facility and infrastructure project locations are identified, such as street improvements and tree planting, funds from the goal of "Invest in parks Infrastructure &amp; Public Facilities" may be transferred to this goal.</p>
	<b>Location Description</b>	This activity would be located within the Downtown Renewal Area as depicted on the LMI Map.
	<b>Planned Activities</b>	Slum/blight area improvements.
9	<b>Project Name</b>	Planning & Administration
	<b>Target Area</b>	LMI Areas, Downtown, City-wide
	<b>Goals Supported</b>	Undertake Planning & Administration
	<b>Needs Addressed</b>	Affordable Housing, Homeownership Assistance, Economic Development, Public Services, Neighborhood Public Facilities and Infrastructure, Downtown Public Facilities and Infrastructure
	<b>Funding</b>	CDBG: \$226,000
	<b>Description</b>	Cover costs associated with planning and general administration in order to provide the tools needed to manage the CDBG program, as well as the development of plans and studies and the provision of public information.
	<b>Target Date</b>	6/30/2025

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Not applicable
	<b>Location Description</b>	Not applicable
	<b>Planned Activities</b>	General Program Administration Planning Studies

## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

Per the most recent American Community Survey (ACS) 2022 5-year estimate available Salem's median income, adjusted for household size of \$79,196 is below the 80 percent of the area median income of \$119,440. Per table B19019 of the 2022 5-year ACS, all census tracts in Salem are below the median household income, adjusted for household size. The lowest-income census tract is located in the Point Neighborhood (Census Tract 2043), with a median household income of \$42,226. When prioritizing activities, the City pays special attention to those low- and moderate-income neighborhoods in the east and southeast, particularly the Point Neighborhood, given it has residents with significantly lower income levels. The Point neighborhood census tract also have higher percentages of linguistically isolated populations, and higher percentages of non-White residents as well as low to moderate income neighborhoods where the greatest needs have been identified and whose public facilities and infrastructure are in the worst condition.

Recognizing aging infrastructure throughout Salem that is in need of replacement or improvement, the City has identified and is planning or implementing numerous capital projects – especially roadway and complete streets, water/sewer, and drainage improvements that are needed to support business investment in the Downtown, the Point Neighborhood, as well as the city's Entrance Corridors and beyond. Targeted areas for neighborhood improvements are identified by the most recent low- and moderate-income summary data (LMISD) at the block group level with the Community Survey 2011-2015 5-year estimates (2015 ACS). A map of the LMI based on the LMISD data is available in the Appendix. In addition, the City also undertakes improvements in the Downtown Renewal Area, which was established as a Slum/Blight Area (September, 2023).

In accordance with CDBG regulations, the City can undertake activities such as street, sidewalk and playground improvements in the low- and moderate-income neighborhoods or in neighborhoods meeting the definition of "slum/blight". The City will continue to use the most current Low and Moderate Summary Income Data U.S. Census Block Group level information to prioritize the use of funds. However, recognizing that needs are not solely located in distressed neighborhoods, the City also offers programs that may be accessed by people living outside these areas. For example, the City typically supports programs that benefit low- and moderate-income households or specific populations such as senior citizens, disabled persons and minorities as well as the Housing Rehabilitation Loan Program and First-Time Homebuyer Downpayment Assistance Loan Program which are offered city-wide to allow any low- to moderate-income household to take advantage of their availability. The City's small business loan programs are available to any business that meets certain eligibility requirements or agrees to create or retain jobs available to LMI persons. Although those programs support the needs of these populations throughout the city, many activities are targeted to neighborhoods that have a concentration of low- and moderate-

income households.

### Geographic Distribution

Target Area	Percentage of Funds
LMI Areas	21%
Downtown	10%
City-wide	69%

**Table 6 - Geographic Distribution**

### Rationale for the priorities for allocating investments geographically

The City uses its programs and gives consideration to projects, which are in high poverty or minority concentration areas, or which target low and very low income households or individuals with disabilities, in order to better meet underserved needs. At the same time, the City endeavors to diffuse concentrations of poverty by providing services and support where needed throughout the city.

While the City's CDBG program identifies low-mod and target areas within the City, projects are selected to address identified priority needs rather than allocated to a particular neighborhood. In Year 3 of the Consolidated Plan, CDBG funds are also targeted to address City-wide needs of affordable housing, to support economic development efforts, and to provide needed social services, as well as infrastructure and public facilities improvements that are in neighborhoods with concentrations of low and moderate income households or that support vulnerable populations.

### Discussion

In accordance with CDBG regulations, the City can undertake specific activities, such as street, sidewalk and playground improvements in the low- and moderate-income neighborhoods or in neighborhoods meeting the definition of "slum/blight." However, recognizing that needs are not solely located in distressed neighborhoods, the City also offers programs that may be accessed by people living outside these areas. For example, the *Housing Rehabilitation Loan Program* and *First-Time Homebuyer Downpayment Assistance Loan Program* are offered citywide to allow any low- to moderate-income household to take advantage of their availability. The City's small business loan programs are available to any business that meets certain eligibility requirements or agrees to create or retain jobs available to LMI persons.



## **AP-75 Barriers to affordable housing -91.420, 91.220(j)**

### **Introduction**

Compared to other cities and towns within the region, Salem offers a greater diversity of housing, and a higher proportion of affordable housing overall, having exceeded the State's 10% affordable housing goal. In calendar year 2023, Salem permitted 153 affordable units. Nonetheless, Salem has a very low vacancy rate of 2.2 percent, the cost of housing continues to rise and the demand for affordable housing outpaces the supply of affordable housing in Salem. Several factors contribute to the difficulty of increasing the availability of affordable housing, including construction costs, shortage of land, environmental conditions, constraints on development finance, and the lack of regulatory tools to require affordable housing in new developments. Like other communities, Salem is not in control of all of these barriers.

### **Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

In December of 2022, the City Council adopted a housing production plan. A housing production plan (HPP) is a five year state-recognized planning tool that establishes a strategic plan for affordable housing production and goals. There are several recommendations for policies, programs, and initiatives to address local housing needs and recommendations for zoning strategies, potential municipal and private development or redevelopment sites, and ways to further participate in regional collaborations. The City plans to remove or ameliorate the negative effects of land use policies by implementing the strategies identified in the HPP. The strategies that have been implemented include an inclusionary housing ordinance that was adopted in December of 2023; offering incentives to multifamily property owners for the right of first refusal, tax increment finance exemptions for affordable housing. Additional strategies from the plan that the city is working on in 2024 including an analysis of residential parking minimums; analysis of opportunities to zone for single room occupancy units and an evaluation of the costs and benefits of a transfer fee tax where the tax funding would go towards affordable housing.

The city is also continuing to advocate for state legislative approval that would allow Salem to develop condominium conversion ordinance. The purpose of the ordinance is to provide protection to tenants when their apartments are proposed to be converted into condominiums

### **Discussion**

There are regulatory barriers that prevent the full realization of Salem's vision for housing growth. Among these barriers are regulations relating to parking requirements and dimensional requirements. The housing production plan will identify strategies to remove these barriers and identify opportunities to make changes that would reduce barriers to housing production while also protecting neighborhood character.

## **AP-85 Other Actions - 91.420, 91.220(k)**

## Introduction

Salem has undertaken numerous planning initiatives within the past five years to identify needs for affordable housing, economic development, transportation, public facilities, and revitalization of distressed neighborhoods, and to identify actions to meet these needs. The City plans to continue implementation of several of the actions to reduce barriers to housing production. For example:

- In December of 2023, the City adopted an inclusionary housing ordinance that requires 10 percent of units in new residential development to be affordable at 60 percent of the AMI.
- In 2023 the City approved an Urban Center Housing Tax Increment Financing tool to support affordable housing.
- In 2023, the City Council adopted a revision to the Accessory Dwelling Unit (ADUs) ordinance that allows ADUs in detached structures.
- In 2022, the City directed over \$9 Million in American Rescue Plan Award (ARPA) Funds to Affordable Housing initiatives and programs that will help address affordability, connectivity, and sustainability of housing. For example the ARPA funds were used to support a new Neighborhood Stability Coordinator position and used to create a grant program to assist homeowners in creating Accessory Dwelling Units with a maximum rent of 50% FMR
- In 2022, the City of Salem completed a housing production plan.
- The City of Salem's Affordable Housing Trust Fund Board and Planning Board collaboratively developed a housing policy in 2022 that requires developers to create units affordable to households at or below 60% of the area median income as part of market rate development.
- In May 2022 the City adopted the Bridge Street Neck Zoning Overlay District Ordinance, which allows a residential density of 25 units per acre. The overlay also includes progressive parking requirements and uses a form-based code approach to ensure creation of a walkable district with high quality design.
- In 2019, the City adopted an expansion of the Housing Development Incentive Program (HDIP) throughout the city. HDIP is a tax exemption tool that the City will continue to use to increase the feasibility of affordable development projects by providing a tax exemption to overcome financial barriers of creating affordable housing.

## Actions planned to address obstacles to meeting underserved needs

The Five Year Consolidated Plan outlines several barriers to housing affordability and actions for reducing the impacts of poverty in Salem including: displacement of renters, the cost of permitting/developing land with environmental constraints, the lack of regulatory tools to require/encourage affordable housing in new developments, the lack of resources to finance affordable housing development, a mismatch between local wages and housing costs, limited availability of public transit, and local government's dependence on property tax to finance City services. While not in control of all of these barriers, and often constrained by financial resources and legal requirements, Salem has nevertheless identified several strategies to address obstacles to meet underserved needs.

- Salem's Zoning Ordinance requires 1.5 parking spaces per dwelling unit in most zones with limited exceptions. In 2024 the city will be evaluating opportunities to reduce these off-street

parking minimums. Mandatory off-street parking requirements can significantly increase the costs of housing development. The cost of parking is passed onto residents, whether or not they use it, driving up housing costs. Reducing the minimum parking requirements may also provide an opportunity to increase the percentage of affordable units, thus strengthening the city's inclusionary housing ordinance.

- Single Room Occupancy (SRO) units are not currently allowed in any zoning district in Salem. In 2024, the city will work on zoning amendments to promote SRO housing to provide permanent supportive housing particularly for formerly unhoused or those vulnerable to housing instability.
- The city is evaluating the impacts of a real estate transfer tax on high end real estate transactions. To pass this locally, it would need to be enabled through state legislation or as a home rule petition.
- Salem's rental housing is vulnerable to conversion into ownership units given not just its tenure but also its age and scale, protections for renters displaced by conversions is an underserved need. To that end the City is working on a condominium conversion ordinance that will provide protections to tenants of rental housing when a property owner proposes to convert units to condominium or cooperative ownership.
- The City provides financial support to rental assistance programs managed by the Salem Housing Authority and the North Shore Community Action Programs to maintain Salem households that are at risk of displacement.
- Since 2020 the City has offered the Skipper, an on-demand transportation service for only \$2 per ride or \$1 for seniors, middle and high school students, and people with disabilities. Starting in April of 2024, the Skipper will expand access to Danvers and Beverly. The Skipper is a fast, easy, and affordable shared ride service available for all and allows community members to live in Salem without a car thus saving on household costs.

Salem continues to identify funding opportunities and coordinate partnerships to implement strategies identified in the planning initiatives described above.

### **Actions planned to foster and maintain affordable housing**

The following summarizes Salem's strategy to foster new housing production and preserving the existing housing stock. The key components are:

- Producing New Housing Units - Working with nonprofit developers or the Salem Housing Authority, Salem will support the creation of affordable housing units through the conversion of underutilized buildings and parcels, often assisted with Salem's CDBG, HOME and/or CPA funds.
- The city will implement its inclusionary housing ordinance that allows for a 25% density bonus, as of right, and requires a portion of new units to be affordable at 60 percent of the AMI.
- Preserving Existing Affordable Units - Salem has several private rental developments with affordable units utilizing subsidies that will expire after a period of time. The city continues to negotiate the extension of affordability for expiring subsidized units.
- The City's Neighborhood Stability Coordinator and housing stability program offer free services residents about their housing options and opportunities. These consultations will help with developing solutions and resolving housing matters in order to foster housing stabilization.
- Raising Local Revenue to Address Housing Needs - In 2012 the City passed the Community Preservation Act, which raises funds through a surcharge on property tax bills. CPA requires a

minimum spending (or reserve) of 10% of the annual budget on community housing projects.

- Improving Public Housing - The Salem Housing Authority (SHA) owns and manages a portfolio of 715 units of public housing for low income elderly, family, and handicapped residents scattered across the city. Funding to preserve and maintain these properties is provided by DHCD and HUD.
- Providing Rental Assistance - SHA also administers 1,335 Section 8 vouchers. In addition, there are people residing in Salem with vouchers administered by other housing authorities and organizations in the region.
- Providing First-Time Homebuyers Assistance - The City provides families with the opportunity to own their first home through the *First-Time Homebuyer Downpayment Assistance Loan Program*. The program offers an additional \$1,000 for homeowners who complete Homebuyer Counseling. DPCD staff also provide assistance to coordinate other resources for homebuyers, including programs offered by Massachusetts Housing Partnership and MassHousing.
- Rehabilitation of Existing Housing - While older homes are integral to Salem's history and neighborhood fabric, they require a great deal of maintenance and may not meet current building codes. In response, the City administers a *Housing Rehabilitation Loan Program* to provide low-interest loans to owners of single and multi-family properties to address health and safety issues. The program was expanded to investor-owners with low- to moderate-income tenants to maintain affordable, quality rental properties and to discourage the conversion of affordable rental units into condominiums. In addition, the City offers deleading assistance for homeowners with a lead poisoned child through MassHousing's *Get the Lead Out Program*, which can be combined with the City's *Housing Rehabilitation Loan Program*.
- Working Regionally to Increase the Supply of Housing - Salem is committed to working with its partners in the North Shore HOME Consortium and with the region's mayors to encourage the development of housing throughout the area in an effort to increase the supply of housing for all.

### **Actions planned to reduce lead-based paint hazards**

The Salem Board of Health provides information regarding the proper disclosure of lead paint and lead hazards to property owners renting residential housing units. As necessary, the Board of Health will also notify area realtors of new or amended regulations regarding lead-based paint. In Salem, a property owner is required to obtain a Certificate of Fitness inspection when an apartment becomes vacant. These inspections are conducted to ensure compliance with the State Sanitary Code for Housing. Board of Health personnel are licensed Lead Paint Determinators. Should the Board receive a call from an occupant who is concerned that there may be lead-based paint in their apartment, potentially affecting their child(ren) under the age of six (6), a Board of Health Sanitarian is able to conduct a Lead Determination. If a lead paint hazard(s) is detected during the determination, an order to correct that hazard(s) is sent to the property owner. The order requires the property owner to bring the property into compliance with the State Lead Law. The Board ensures compliance with the order and, if necessary, will begin legal proceedings against the property owner to gain compliance. The results of all lead determinations are reported to the MA Childhood Lead Poisoning Prevention Program. Residents who have questions about lead-based paint and the MA Lead Law can contact the Salem Board of Health.

In cooperation with the Commonwealth of Massachusetts and other municipal departments, the City of

Salem, through its DPCD, works to decrease the number of housing units containing lead-based paint hazards. The City actively works to reduce lead-paint hazards in pre-1978 housing occupied by lower-income households through the City of Salem's *Housing Rehabilitation Loan Program*. Through the *Salem Housing Rehabilitation Loan* and *Get the Lead Out Programs*, the City provides loan funds for qualified applicants for lead testing, hazard reduction and abatement activities, and temporary relocation reimbursements. Lead-based paint hazard control measures are consistent with the federal Title X requirements and State lead based paint regulations. MassHousing's *Get the Lead Out Program* is also available to homeowners of 1-4 family properties, as well as for non-profits and for investor-owners that rent to income-eligible households.

Finally, all participants in the *First-Time Homebuyer Downpayment Assistance Loan Program* are given a copy of the EPA brochure "Protecting Your Family from Lead in Your Home."

### **Actions planned to reduce the number of poverty-level families**

Salem uses CDBG and other funds to pursue an anti-poverty strategy carried out by the City and a variety of social service subrecipients. The strategy consists of four components: education, job training, affordable housing and social services.

#### Education

An adequate school system is crucial to reducing poverty in future generations. The City has used state funding to renovate and improve its educational facilities and provide school-age children with an environment conducive to learning. A Strategic Plan completed in 2017 outlines a framework for ensuring access to high quality education for all students. The school choice program gives residents more choices about the school they want their children to attend, and offers education focused specific skills, such as science and technology and communication and community service. Salem's Parent Information Center coordinates the school choice program designed to improve racial balance within the school systems, and provides information about adult education programs designed to help low-income families.

The City will continue to support various educational programs for youth, adults, and the Spanish-speaking population with CDBG funds, including programs administered by non-profit agencies such as the LEAP for Education, the Boys and Girls Club, North Shore Community Development Coalition.

#### Job Training and Employment Resources

Salem collaborates with numerous job training, and workforce development programs in the region such as The North Shore Career Center, the North Shore Workforce Board, and the North Shore CDC. The City will continue to use CDBG funds to support ELL, GED and citizenship classes, job training and employment assistance programs and to support small business with technical assistance and loan programs.

#### Affordable Housing

Providing adequate, affordable housing for low- and moderate-income residents is critical to the success of an anti-poverty strategy. The City, and its partner agencies such as the Salem Housing Authority, are committed to providing safe, appropriate, and affordable housing opportunities to very-low, and low- and moderate-income family, elderly, and disabled households. Salem will continue to use its CDBG and HOME funds to provide FTHB and housing rehabilitation programs, rental assistance, homeless prevention, and to provide assistance to housing development organizations to create additional affordable housing units. The City's established partnerships with agencies such as the NSCAP, the North Shore HOME Consortium and the North Shore Community Development Coalition also increase its success at bringing affordable housing and related services to lower income residents.

### Social Services

Through a competitive funding round, the City of Salem uses CDBG funds to support 20-25 non-profit social service programs annually. These organizations provide services to help families meet the costs of living, promote family self-sufficiency, serve special populations and/or provide crisis intervention assistance – programs seeking to break the cycle of poverty. CDBG funds support several programs which indirectly assist with housing in many ways such as increased pay (i.e. job training, ESL programs) and decreased monthly expenditures (i.e. child care, food programs) so households can better afford rent or mortgages. There are also many non-CDBG funded programs available to Salem residents to help households overcome various obstacles to self-sufficiency.

### **Actions planned to develop institutional structure**

The Department of Planning and Community Development (DPCD) administers the City of Salem Community Development Program funded with CDBG, as well as the formula funding received by the North Shore HOME Consortium for which the City of Peabody is the lead agency. Under the direction of the Director of Planning and Community Development, the Deputy Director of Planning and Community Development manages and monitors Salem's community development programs. Salem's housing programs are administered by the DPCD Housing Coordinator under the direction of the Director of Planning and Community Development. Policy efforts to preserve existing affordable housing units and to increase the supply of affordable units is overseen by a Senior Planner. In addition, local non-profit agencies, CHDOs and CDCs administer certain housing activities. Many housing activities leverage funds through private lender financing.

City departments undertake certain CDBG-funded activities, such as the tree planting program, stormwater management improvements, sidewalk replacement, street paving and curbcut installation. These departments may subcontract work under public bidding procedures and provide requests for reimbursement and any required documentation (e.g., prevailing wage documentation and Section 3 compliance) to the DPCD.

Each year the City of Salem issues a Request for Proposals to nonprofit organizations that offer social service, housing or economic development programs. CDBG funds are awarded to organizations that demonstrate programmatic needs and the capacity to administer the proposed program. The City's Deputy Director of Planning and Community Development coordinates the management of the public service and housing subcontracts and the Economic Development Planner coordinates the management

of the economic development subcontracts.

In general, DPCD staff carries out the remaining activities, including the hiring of consultants or other private businesses through established municipal purchasing procedures.

The City's auditing firm audits Salem's CDBG program delivery system annually. In addition, HUD staff conducts periodic reviews and monitorings. The City promptly implements recommendations arising as a result of these reviews. The DPCD continuously works to improve upon its methods and procedures for the administration of its programs.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City has a Neighborhood Stability Coordinator position that was created in 2022 and filled in 2023. This is a new position created to enhance coordination between public and assisted housing providers and government services by building partnerships with housing, utility, homeless, and related service organizations and providers to ensure public awareness of the resources. The coordinator is a point of contact for Salem residents to connect them with housing providers and social service agencies. The Neighborhood Stability Coordinator works with the City's Latino Affairs Coordinator. The Latino affairs coordinator also aids residents navigating government services and programs and particularly focuses on strengthening connections with Latino and Latina residents.

The DPCD also leads Salem H.O.P.E. (Human Organization Partnership Effort), a networking group of human service agencies that serves Salem residents. Salem H.O.P.E. provides an opportunity for agencies to learn about the services being provided by other agencies in order to fill in gaps, coordinate efforts and avoid duplication of services. Prior to the pandemic all human service agencies were invited to attend the quarterly Salem H.O.P.E. breakfast meetings held at rotating agency locations. Through this program, agency representatives (re-)introduced to each other and exchange information, announcements and updates. Since the COVID-19 pandemic, Salem HOPE does not meet. However, remaining active was the Salem HOPE distribution list for agencies to share virtual events, programs, job opportunities and other information.

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(l)(1,2,4)

#### Introduction

Salem consistently meets all timeliness requirements, and program expenditures are consistent with its Five-Year Consolidated Plan and annual Action Plan goals. Funds drawn down are always used within the year they are received; no program income is carried over.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>0</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	70.00%

#### Discussion

This AP covers July 1, 2024-June 30, 2025 (Salem FY25, using HUD 2024 funds). We estimate receiving \$80,000 in program income during this program year. All program income received in FY25 will be reported and spent under FY25. We do not have any lump sum drawdown agreements, nor reimbursements other than program income, made to the local account, expected to be available during FY25.



Salem intends to spend at least 70% of CDBG funds to benefit persons of low and moderate income in FY25. The City of Salem primarily funds activities that serve low- to moderate-income households (limited clientele) or activities within majority low- to moderate-income neighborhoods, typically reaching a percentage of 82% or higher.

With regard to urgent needs due to infectious disease or Federal/State/Local declared disasters, CDBG funds may be reprogrammed to activities to address those needs, including housing, infrastructure, public facilities, assistance to affected businesses, public services or planning, capacity building or technical assistance. Such changes may include a modification in purpose, scope, location or beneficiaries of activities.

## **Appendix**

**1 - Maps**

**2 - Application for Federal Funding and Certifications**

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## Appendix 1 – LMI Maps

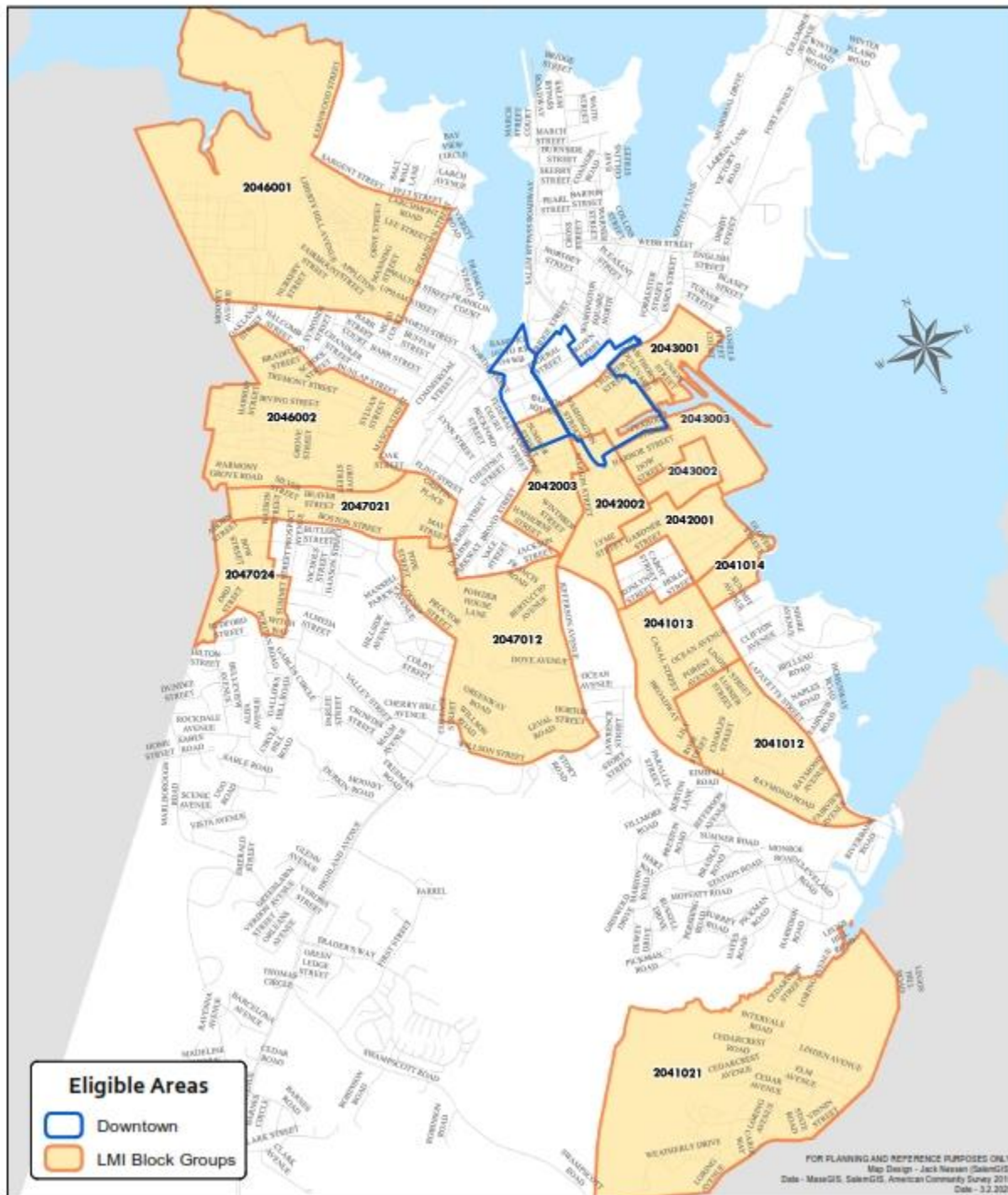


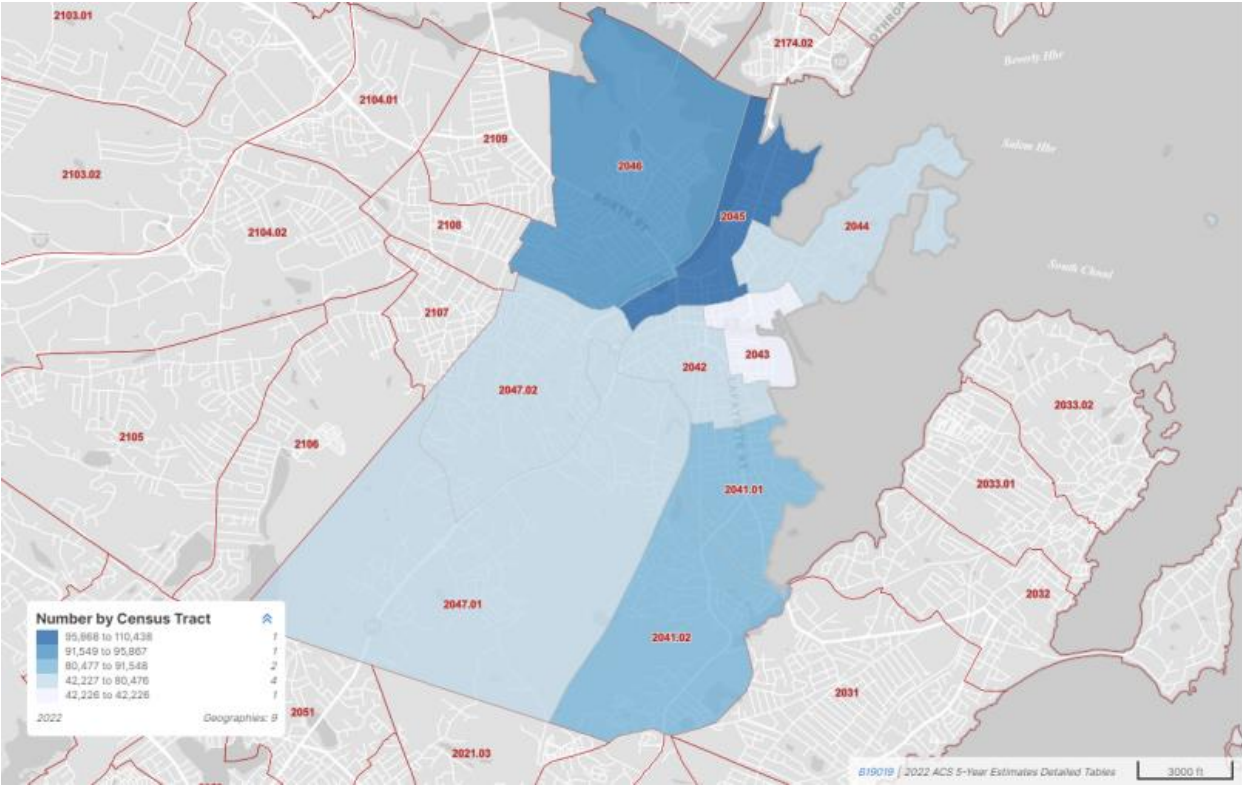
CITY OF  
**SALEM**

### Low to Moderate Income Areas

Effective April 1, 2019

1 inch equals 2,100 feet





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## **Appendix 2 - Application for Federal Funding & Certifications**

*Hard copy - See next pages in Final Action Plan.*

*IDIS – See separate attachment.*