

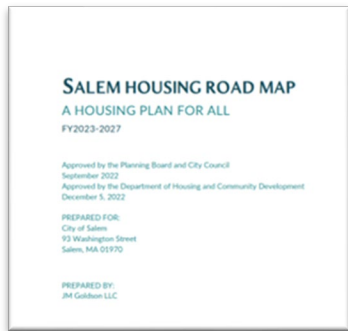
Recent Accomplishments

Plans, Studies, and Policies

- Since completion in 2018, DPCD has used the guiding vision and principles from Imagine Salem to guide future work. The Imagine Salem wheel shows interconnections among multiple domains that are part of DPCD and the city’s work.



- The Current Hazard Mitigation Plan was adopted by the city Council in December 2020. DPCD is assisting the Sustainability and Resiliency Department to plan for its update.
- The city’s Housing Roadmap was approved by the state’s Department of Housing and Community Development in December 2022. In 2023, the city advanced several strategies identified



in the Roadmap, including an inclusionary housing ordinance, condominium conversion ordinance, and a variety of tenant protection efforts.

- In early 2022, DPCD staff began working with the community and Prime Group, owners of Shetland Park, on a framework plan for the site. The owners had developed their own plan in 2021; however, additional community involvement was needed. The 2022 effort had expanded community engagement and dialog and the goal of having a shared framework that could advance the owner’s and community’s needs. The final version of the memo summarizing the process, along with findings and additional studies needed was completed in July 2023.
- Resilient Together: El Punto. The City of Salem received 2-year funding from the Massachusetts Office of Coastal Zone Management (CZM) FY23 Coastal Resilience Grant Program to conduct a second phase advancing recommendations from the previous Climate Change Deep Dive Mode, Alternative Analysis, and Targeted Outreach and Engagement Project in the Point/Palmer Cove neighborhood.





The work includes continued engagement with the community and the advancement of preferred adaptation alternatives to enhance Palmer Cove Park resiliency to flood risk. This phase includes short-term design, permitting, and construction (January 2022-June 2024) and long-term analysis with feasibility and community engagement.



- DPCD obtained final State approval in January 2024 for Salem’s 2023-2030 Open Space and Recreation Plan. Last updated in 2015, the new plan will guide decisions relative to park and recreation facilities and programming and maintain the community's eligibility for state grant funding for park and open space projects.
- In October 2022, the City adopted an amendment to the disposition ordinance. The purpose of the amended ordinance is to prioritize affordable housing when disposing of public property; create a clear and transparent process when disposing of public property; and better

align local rules with state procurement requirements (Chp. 30B and Chp. 60).

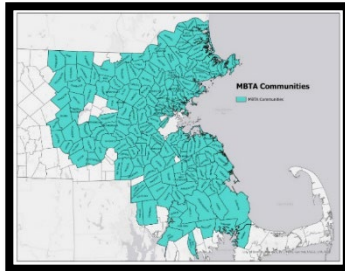
- In September of 2022, planning staff provided a report back to Council on the status of the ADU ordinance and reviewed potential barriers in the ordinance. Subsequently, an amendment was submitted to provide more flexibility within the ADU ordinance, for example, it proposed to allow ADUs in new detached structures. The amended ordinance was adopted in February of 2023.
- In collaboration with Traffic and Parking staff in October 2022, the City secured a \$280,000 federal earmark for the North Street Connector project. The funding was used to advance design of pedestrian and bicycle improvements at the North Street overpass to better connect the surrounding neighborhoods and integrate downtown and the MBTA Commuter Rail station into the region’s expanding multiuse path network.
- The Harbor Plan began in July 2020, was completed in January 2023, and received State approval in June 2023. The Harbor Plan update guides future development along Salem Harbor, most notably the reuse of the 42 acres of undeveloped land.
- Staff collaborated with the Builders of Color Coalition (BCC), the Civic Action



Project (CAP) and the cities of Boston, Cambridge, Lynn, and Somerville to design a

pilot compact to build economic opportunity for minority and women-owned firms who have historically been vastly underrepresented in private real estate development in Massachusetts. In May of 2023, the City of Salem joined in signing the Commonwealth Development Compact. In September of 2023, DPCD staff started collected DEI disclosure forms from private development. The data is reported to the compact.

- Section 3A Compliance: In September of 2022, the City participated in the initial round of technical assistance with the Massachusetts Housing Partnership (MHP) to evaluate whether the Central Business (B5) zoning district is in compliance with the MBTA



Communities law, Section 3A. MHP concluded that it appears the B5 is in compliance. In January of 2023, DPCD staff submitted an action plan to the Executive Office of Housing and Livable Communities (EOHLC) proposing that the existing B5 zoning district would comply with Section 3A. EOHLC approved the action plan in March of 2023. In May of 2023, staff submitted a district compliance application to EOHLC. In December of 2023, EOHLC announced that Salem is the first community in the state to demonstrate compliance with the Section 3A.

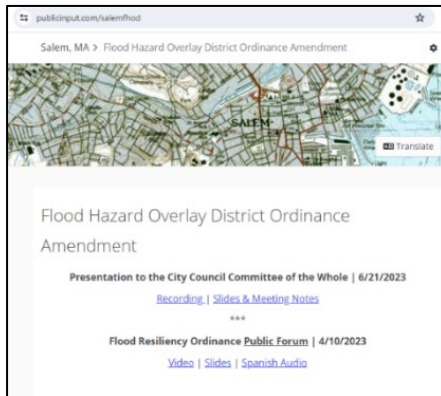
- Inclusionary Housing: In early 2023, staff applied to the Technical Assistance Program offered by the Metropolitan Area Planning Council to support revisiting the City's Inclusionary Housing ordinance, which was previously considered by City Council in 2021. Staff and MAPC updated the financial feasibility analysis and made changes to the proposed policy supported by the analysis' findings. The draft went before the Affordable Housing Trust Fund Board (AHTF) for its input. The ordinance was successfully passed by City Council and adopted in December 2023. The adopted ordinance ensures that all developments which create six or more new residential units will provide some amount of units affordable at 60% Area Median Income and/or pay a fractional fee to the AHTF to be used in support of affordable housing.



In November of 2022, DPCD attended a Committee of the Whole meeting to get input on the framework of the condominium conversion ordinance, which was created from a robust public outreach plan that solicited feedback from property owners as well as tenants, from the City Council and the public. It was also brought to the Affordable Housing Trust Fund Board for its input. A draft of the complete ordinance was completed in 2023. As of January 2024,

DPCD is awaiting action by the state legislature on the associated Home Rule Petition, which must be approved prior to local consideration of the ordinance.

- In collaboration with Sustainability and Resiliency staff, DPCD convened a working group and procured an engineering firm in July 2022 to update Salem’s zoning ordinance to address



flooding projected to worsen as a result of climate change. This work, building upon climate vulnerability assessments and community engagement conducted since 2014, will result in a streamlined Flood Hazard Overlay District permit that meets new state and federal requirements and a new Planning Board review of projects in the 2070 flood zone to ensure that what Salem builds to meet its housing, economic development, and mobility goals will be resilient to projected worsening flooding.

- Since 2017, the City has been working on a comprehensive rewrite of the City’s subdivision regulations, which were last updated in 1987. The update to the subdivision regulations will advance several strategies outlined in the City of Salem’s successful Climate Change Vulnerability Assessment and

Adaptation Plan. Strategies that will be advanced as part of the update include preventing or managing flooding through low impact development (LID) standards and expanding the urban forest. The draft regulations are set for a public hearing and adoption by the Planning Board in 2024.

Projects, Programs, and Initiatives

- In September 2021, the City partnered with Crowley on the redevelopment of the 42 acres of waterfront land surrounding the power plant. The property will be used as a construction staging facility for offshore wind turbine installations south of Cape Cod and in the Gulf of Maine. The City continues to work closely with Crowley as they advance redevelopment plans toward a target completion date of 2026. Avangrid Renewables is anticipated to be Crowley’s first tenant upon completion of the terminal. In 2022, the project received over \$110 million dollars in state and federal funding to support this goal.



The City, in partnership with Crowley, obtained an FY22 Port Infrastructure Development Program award of \$33,835,953 to develop a marshalling area for offshore wind energy projects.

Crowley has reached key local permitting milestones in FY24. Crowley received an Order of Conditions on December 8, 2023 from the Conservation Commission. Crowley also received a Planning Board decision for Site Plan Review and Flood Hazard Overlay District Special Permit on December 26, 2023.

The City, Crowley, and CEC are expected to execute project agreements, including a Community Benefits Agreement, in February 2024, which will be another step towards execution of state and federal grant agreements. Upon closing, the City will own the deepwater berth and an adjacent five acres of land which will be subleased back to Crowley.

- The SRA continues to work with WinnDevelopment on the restoration and revitalization of the historic Federal Street court buildings and on the ground-up construction of a mixed-use building with a significant residential affordability component. Significant progress has been made:
 - The Crescent Lot at 252 Bridge Street received all permits from the Salem permitting boards – the Redevelopment Authority, the



Planning Board, and the Conservation Commission;

- Winn has filed for state permits for the crescent lot project – MEPA and Chapter 91 with the process due to be completed in March 2024;
- The SRA closed on the small triangle of land adjacent to the crescent lot in November 2023. By purchasing this from the MBTA, this small parcel will be added to the crescent lot and incorporated into the project;



- The City, in collaboration with Winn, received a \$600,000 grant from MassDevelopment via its Underutilized Properties Program to be used for predevelopment costs associated with the historic restoration of the court buildings;
- Winn, with SRA staff support, has received several grants to support the entire project with funds from ARPA, HOME, and state low-income tax credits flowing into the project;
- SRA staff, with its development consultant, meet biweekly with the Winn team to review progress,

discuss project financing, and work through challenges; and

- SRA staff meets biweekly with DCAMM, current owners of the court buildings to ensure that this important component continues to move forward.
- Born out of necessity to address the economic impacts of the COVID-19 pandemic, the EDRR continues to meet monthly. The EDRR continues to be managed by the DPCD and focuses on short- and long-term needs for the business community, strategized revitalization efforts, and serving as a communication vehicle for the business community in terms of available opportunities and assistance. EDRR members are Tom Daniel and Kate Newhall-Smith from the City of Salem, Beth Debski from the Salem Partnership, Laura Swanson from The Enterprise Center, Kate Fox from Destination Salem (Kate resigned from her position with the organization in June 2023), John Andrews from Creative Collective, Kylie Sullivan from Salem Main Streets, Rinus Oosthoek from the Chamber of Commerce, and Lucy Corchado from the Point Neighborhood Association. Partners share updates on economic development efforts each organization is involved with. A subset of these efforts is tied to the City's EDA-funded COVID response efforts (see below). Other updates are priority economic development initiatives from each organization. By staying engaged on a regular basis, the partners are poised to respond to economic development

challenges our business community may face.



- In March 2021, the City was awarded a \$662,922 grant from the EDA to promote local economic development and assist in COVID recovery efforts over a period of two years. To assist in this work, the City sub-contracted with Salem Main Streets (event support and management), Destination Salem (local and regional tourism campaigns), The Enterprise Center (technical assistance to tourism businesses), and the North Shore Workforce Board (NSWB, economic diversification strategy with a focus on the offshore wind industry). Significant milestones in this grant-funded work include:
 - \$40,000 in direct funding given to organizations to help them pivot to COVID-safe events;
 - Purchase and creation of ‘lending library’ of equipment managed by Salem Main Streets and accessible to event organizers;
 - Print ads, radio spots, Tik Tok channel dedicated to promoting Salem to local and regional tourists;



Small Business Technical Assistance Services Program For Salem Tourism Industry Businesses

OVERVIEW
This Small Business Technical Assistance Services (SBTAS) Program is being offered to help Tourism Industry businesses located in Salem, MA that have been negatively impacted by COVID-19. It is funded by the City of Salem Department of Planning & Community Development and the U.S. Department of Commerce and Economic Development Administration (EDA).

What this Grant Program Offers:

- 20 hours of expert consulting services at no cost. Eligible businesses can choose consultants from a listing with expertise in the following areas:
 - Accounting/Financial Planning
 - Business Consulting
 - COVID-19-related Program Navigation for Federal and State assistance programs (e.g. PPP, CARES ACT, etc.)
 - Legal Services
 - Marketing & Branding
 - Space Design & Layout
 - Technology (e.g. working remote/virtual sales)
 - Workforce Management/Human Resources
- Six-month Enterprise Center CEO Group Membership. Each CEO group is a confidential and professional facilitated peer advisory group. Business owners come together once a month to discuss their challenges, receive feedback from other participating businesses, and identify ongoing solutions for their businesses.

Eligibility Requirements:

- Business must be located in Salem, MA
- Business owner must be at least eighteen (18) years of age
- Business must be a tourism industry related business (may include businesses that support tourism businesses)
- Business has been impacted by COVID-19

How to apply:
All Salem Tourism related businesses are encouraged to apply.
Fill out an online application at www.enterprisecenter.org

Questions?
Please contact Noreen Hinchon at nhinchon@enterprisecenter.org or (978) 542-7576

17 Long Ave Salem, MA 01970 • (978) 542-7576 • www.enterprisecenter.org

Programa de servicios de asistencia técnica para pequeñas empresas Para negocios de la industria turística de Salem

INFORMACIÓN GENERAL
Este programa de servicios de asistencia técnica para pequeñas empresas (SBTAS) por sus siglas en inglés se ofrece para ayudar a negocios de la industria turística ubicados en Salem, MA que se han visto afectados negativamente por COVID-19. Está financiado por el Departamento de Planeación y Desarrollo Comunitario de la Ciudad de Salem y el Departamento de Comercio y Administración del Departamento Económico de los EE. UU. (EDA) por sus siglas en inglés.

Qué ofrece este programa de subvenciones:

- 20 horas de servicios de consultoría de asistencia sin costo. Los empresarios elegibles pueden elegir un consultor (a) de una lista con experiencia en las siguientes áreas:
 - Planeación financiera y contabilidad
 - Consultoría empresarial
 - Navegación del programa de ayuda COVID-19 para programas de asistencia estatal y federal (e.g. PPP, CARES ACT, etc.)
 - Servicios legales
 - Diseño y branding del negocio
 - Tecnología (e.g. trabajar en ventas remotas / en línea)
 - Gestión de la fuerza laboral / Recursos humanos
- Membresía al grupo de directores ejecutivos del Enterprise Center durante seis meses. Cada grupo de CEO recibe asesoramiento en grupo confidencial y profesionalmente facilitado los meses de reuniones para discutir sus desafíos, recibir comentarios de otras empresas participantes, e identificar soluciones continuas para sus negocios.

Eligibility Requirements:

- La empresa debe estar ubicada en Salem, MA
- El propietario de la empresa debe tener al menos dieciocho (18) años.
- El negocio debe ser un negocio relacionado con la industria del turismo (puede incluir negocios que apoyen negocios turísticos)
- El negocio se ha visto afectado por COVID-19

Cómo aplicar:
Se invita a todos los empresarios relacionados con el turismo de Salem a aplicar.
Complete una solicitud en línea en www.enterprisecenter.org

¿Preguntas?
Comuníquese con Noreen Hinchon a nhinchon@enterprisecenter.org • (978) 542-7576

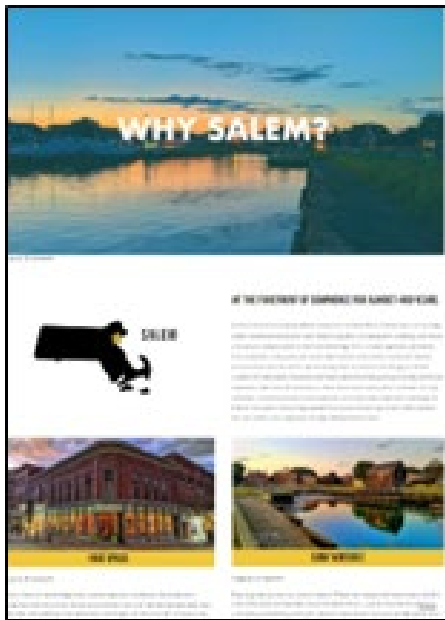
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Main Streets and Chamber of Commerce. The team meets monthly to review current and anticipated vacancies, status of new and/or existing businesses looking for space, and outreach to business types that are underrepresented. The team references the 2017 Salem Downtown Retail Action Plan to provide guidance as they reach out to various business types that can fulfill a community need. These meetings serve as a touchpoint for the three entities to work together to expand the diversity of local businesses throughout Salem; the three entities share a spreadsheet that they update throughout the month as developments occur.

- In December 2023, the team added a new focus to their efforts. Members will work to develop relationships with local property owners, ensure that owners are aware of the Recruitment Team and view the Team as a resource when spaces are up for lease.
- The department continues to assist businesses in a range of ways: connecting those seeking space to locate in Salem or to expand their existing Salem-based business to property owners and realtors, maintaining the ‘Salem Commercial Properties’ inventory to share with prospective businesses, providing referral services to the Enterprise Center, Salem Main Streets, the Chamber of Commerce, the North Shore CDC, the Small Business Association, MassDevelopment, the MA Office of Business Development, Mill Cities Community Investments, and administering the City’s Small Business Loan Program. Businesses assisted range from established retail shops seeking to

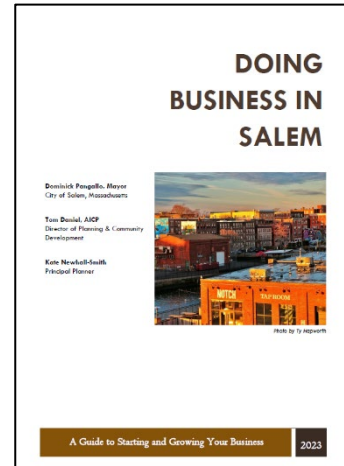
expand, to new businesses moving to Salem either as a first ‘brick and mortar’ location or as an additional storefront, to manufacturing companies looking for industrial space. All of these businesses seek to bring a product, service, or industry to Salem that not only meets the needs of the community but provides new job opportunities.

- The department contracted with Sperling Interactive to assist in website hosting for www.salemforbusiness.com.

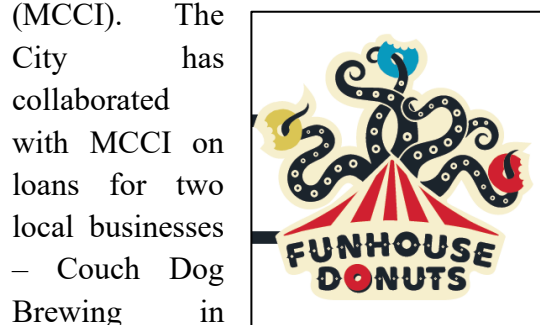


- In April 2023, the DPCD revamped its Storefront Improvement Program through new application documents in English and Spanish and a new review process.

- In July 2023, the DPCD updated its ‘Doing Business in Salem Guide’. This online guide provides a wealth of information for both new and existing businesses as they look to grow in Salem. The new document includes checklists, helpful tips, and live links to resources.



- DPCD continues to work with partners throughout the region, including private financial institutions, non-profit organizations, and business support organizations, on the Salem Small Business Loan Fund. This initiative stemmed from Essex County Community Foundation (ECCF) and was launched in December 2020. Several local businesses have been able to take advantage of this funding; even those who were not yet ready to take on a loan were referred to project partners for technical assistance with the goal of getting the business ready for financing. The program is managed by Mill Cities Community Investments (MCCI). The City has collaborated with MCCI on loans for two local businesses – Couch Dog Brewing in



November 2022 and Funhouse Donuts in October 2023. The Salem Loan Fund provided the blueprint for loan funds in other communities including Lynn and Haverhill.



- DPCD continues to administer the City’s Small Business Loan Program. This program, funded through CDBG, provides low-interest loans at favorable rates to businesses that seek to establish themselves in Salem,



seek to expand their already established business, or need working capital to restructure existing debt. In November 2022, the City closed on a \$70,000 loan to Couch Dog Brewing who opened their brewery at Lafayette Street. In January 2023, the City closed on a \$100,000 loan to Daily Table, a non-profit, affordable



grocery store who opened at 135 Lafayette Street. In October 2023, the City closed on a \$40,000 loan to Speakeasy Donuts (d/b/a Funhouse

Donuts) who will be opening at 282 Derby Street in early 2024.

- DPCD continued to work with the Salem Partnership, Salem Hospital, and Salem State University to advance the planned South Salem Commuter Rail Stop. Supported with \$372,000 through a 2022 US House Bill Community Project Funding allocation, the Partnership is developing a 15% conceptual design for the station in 2024 and the City is submitting a \$1,760,000 federal RAISE grant application to fund 100% design. In addition, DPCD staff authored a US EPA grant application in November 2023 for \$500,000 to conduct environmental assessment and reuse planning for brownfields proximate to the planned station location. The Urban Land Institute has committed to providing technical support, staff trainings, and sharing its knowledge base to plan to leverage the project to enhance neighborhood mobility and facilitate housing development.



- The City obtained an FY21 Port Infrastructure Development Program award of \$2,403,000 to conduct waterside and landside improvements that increase cruise capacity at the seaport. Waterside improvements include in-water mooring device(s) that will allow for larger cruise

vessels to utilize the City’s key berth at the future offshore wind terminal. Landside improvements include revetment repairs and a passenger access walkway. The City is working with Crowley to coordinate the project with the offshore wind terminal development.

- Staff worked with Zoning Board of Appeals



to facilitate the approval of a friendly 40B development application for Salem Housing Authority complex called Leefort Terrace. This project includes the removal of the existing 50 units to be replaced with a multi-story building that has 124 total units. The project was approved by the Zoning Board of Appeals in October, 2022. Staff also worked with the developer and Salem Housing Authority to develop an Urban Center Housing Tax Increment Financing (UCH-TIF) plan, and TIF agreement. The City Council approved the plan and TIF agreement in January 2023.

- The Affordable Housing Trust Fund Board continued to work on a Condominium Conversion Ordinance, which needs a Home Rule Petition approval from the State Legislature before it can be finalized. The Board’s work on this item included providing testimony to the Joint Committee on Housing and issuing advocacy letters to the City’s state legislative delegation and Senate President and Speaker of the House. In the fall of 2023, the Board



offered its input on the policy elements of the Inclusionary Housing ordinance. Also in 2023, the Board received a \$1 million dollar allocation of American Rescue Plan Act (ARPA) funding. In summer 2023, the Board chose to direct \$100,000 in ARPA dollars to the City’s Health Department. This was to support the creation of an additional Health Inspector position, to increase the volume of Certificate of Inspections conducted in the City. The goal is to use this data to explore the creation of a rental registry, a strategy identified in the Housing Roadmap. The Board then established two grant programs to disperse the remaining funds. The first, a Request for Development Applications, awarded \$500,000 in

January 2024. The funds were split evenly between two shovel-ready projects and will create new affordable



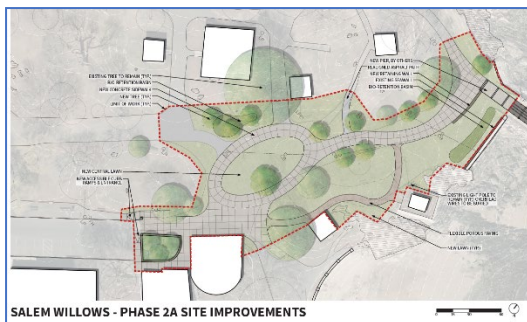
rental units in the City. The second is a broader grant program that offers funding

for housing services as well as the creation, preservation, and rehabilitation of affordable housing units. The second program went live in December 2023 and is accepting applications on a rolling basis.

- In January 2024, the EPA completed \$1,841,000 worth of arsenic remediation at Mansell Field under a workshare agreement that DPCD coordinated through the City Solicitor and outside counsel. Under the agreement, the City will complete the remaining remediation and park restoration work through 2024.



- The City has been working on various improvements throughout Salem Willows Park. The improvements to “The Hill” area, including new plantings, refreshed tennis and basketball courts, and a formalized parking area, have very minor punch list item remaining. Design and permitting are complete for the reconstruction of the Salem Willows Pier.



Construction of the new pier will begin in early 2024.

The design and permitting of the Willows Phase II improvements will be located landward of the pier replacement project and bounded by Hobbs, the historic Salem Willows Gate, and the northeast end of the tree allée, was significantly advanced in 2023. Improvements will include the removal of excess asphalt, reorientation and resurfacing of pedestrian pathways, planting of new trees, and other plantings that will improve stormwater infiltration, environmental resilience, and accessibility in this popular park. Construction on Phase II is expected to begin late summer 2024 and be complete by June 2025. This project is supported by a PARC Grant from the State’s Executive Office of Energy and Environmental Affairs.

- DPCD selected a general contractor In October 2023 to complete the second and final phase of the renovation of Palmer Cove Park. Following the first phase of renovation completed in October 2021, the project will complete the implementation of the Palmer Cove master plan based upon community engagement conducted throughout 2018. Phase II includes a second basketball court, conversion of the baseball diamond to a multiuse field, a new play area, additional trees and site



furnishings, and completion of the park’s path network. The project is supported through a \$513,595 MA Land & Water Conservation Fund grant. DPCD is collaborating with Sustainability and Resiliency staff to implement short-term resiliency elements and evaluate long-term flood mitigation strategies for the park and the surrounding neighborhood, funded through a MA CZM Coastal Resiliency grant.

- The Senior Planner for Arts and Culture collaborates with artists, community groups, and event producers to coordinate activations at Derby Square and Charlotte Forten Park.
 - Derby Square, the red brick plaza that surrounds Old Town Hall, is an open area often used by the public to sit and gather. In the warmer months spring through fall, the square is activated with a farmers’ market, flea and craft markets, and festivals. Many of which have become well established staples in the Salem community such as Haunted Happenings in October 2022 and 2023 and Salem So Sweet in February 2023. In addition to these reoccurring events, Derby Square is also used for one-off performances, art installations, music, and even weddings throughout the year. In total, the square brought a total of 33 activations to the area from July 2022-June 2023, sometimes working in tandem with events taking place inside Old Town Hall.
 - Designed to be a gathering place and an area to host performances and other public events, Charlotte Forten

Park hosted a total of 31 events from July 2022-June 2023 including theatrical and music performances, bingo nights, dance lessons, and more. In December 2022 and 2023 the park was home to Frozen Fire, Salem’s newly launched winter festival, hosted by the Anthem Group. 2023 also saw the launch of design development phases for both a life-size bronze statue in the likeness of Charlotte Forten to be installed here in her namesake park, as well as a much-needed permanent shade structure for this space. Additionally, an RFP for a Programming Manger was release in Fall 2023 with the goal of engaging one primary entity to steward the space and conduct year around activations of the park in 2024 and beyond.

- In January 2024, the Parks and Recreation Commission approved a plan for the redevelopment of Curtis Memorial Park. This allows for the City to swap the playground area with the playing field area. Improvements to the park include ADA-compliant surfacing and play structures. In addition, heartier field turf will be used for longevity and heavy use. The City anticipates applying for a PARC grant later in 2024.



- In partnership with the City of Peabody, DPCD secured \$600,000 in Congressional Community Project Funding in March 2022 to design and permit a multiuse path through the Harmony Gove area along the North River. The project will connect Salem and Peabody’s expanding path networks



and address a gap in the region’s expanding “New Hampshire Border to

Boston” trail system. The work follows a MA Municipal Vulnerability Preparedness Grant that the two cities utilized through June 2023 to complete 25% path design and evaluate strategies to protect the corridor’s road, utility, and freight rail infrastructure from projected increased flooding and streambank erosion.

- DPCD collaborated with Traffic and Parking Department staff to expand the Bluebikes bikeshare system in June 2023 to a total of 18 stations through an \$89,064 Boston Region MPO Community Connections grant. In October 2023, DPCD applied for a \$250,000 MassDOT Shared Streets & Spaces grant to replenish bikes and fund ongoing operations and maintenance.
- DPCD completed restoration of the Almy’s Clock, an original E. Howard Clock Company Post (or street) Clock installed in ca. 1910 by the Almy, Bigelow & Washburn Department Store,

which was a mainstay of the Salem business scene on Essex Street from 1858 to 1985. The clock’s cast iron base was sandblasted, repaired and repainted and the clock drive mechanisms and electrical wiring were upgraded. New clock faces

were created to replicate the original face design and the clock head was repainted with the original “Essex County’s Shopping



Centre”. The restored clock was reinstalled on a new granite base on the pedestrian mall.

- Dickson Chapel at Greenlawn Cemetery: DPCD continues efforts to restore the chapel. Current focus is the restoration of the building’s floral motif-stained glass windows. Reinstallation is expected in spring 2024.



- DPCD staff is working with the City Clerk and the Massachusetts Tribe on efforts to conserve and interpret the Salem Deed, a 1686 parchment document that is used as evidence of the conveyance of the land known as Salem from the Massachusetts Tribe to English Settlers. The document was recently transported to a certified conservator for repairs, conservation and digitization. The work is expected to be completed by June 2024.
- The City completed an update of the Historical Commission's Design Guidelines Notebook with support from a 2021 Survey and Planning Grant. This notebook serves as guidance for the Historical Commission, the City's design review boards and historic property owners.
- DPCD was awarded a 2022 Survey and Planning Grant from the Massachusetts Historical Commission to survey the historic Mack Park Neighborhood in North Salem. A certified preservation consultant is completing documentation of the historic and architectural significance of the neighborhood's buildings and landscapes with completion expected by June 2024.
- DPCD is advocating for the preservation



of Fort Lee, an 18th century earthwork fort in the Willows and has submitted

a Survey & Planning grant application and an application for CPA funds to

develop a preservation management plan to protect and preserve the historic fort while maintaining public access to the site.



- DPCD continues to advocate for the restoration and revitalization of the City's historic cemeteries. In spring 2023, DPCD began the first year of an anticipated three-year headstone conservation project. A certified conservator worked through the summer completing conservation of 50 slate, marble, brownstone and granite headstones in Broad Street Cemetery.
- DPCD continues to update and enhance the "Preserving Salem" website, a companion site to the City's existing "Building Salem" website. This site

provides information on the City’s historic resources and provides information on ongoing City-sponsored preservation projects and events. The website is also home to information on the Preservation in a Changing Climate initiative with a resource page for information on protecting historic buildings from climate change impacts.

- The City’s Preservation Planner continues to coordinate ongoing meetings of the Salem Preservation Partners, a group of local preservation organizations. In addition to collaborating on educational and advocacy initiatives such as Preservation Month events, the



Partners also discuss strategies to address climate change impacts on historic

resources, including public engagement and educational workshops on the topic. The group has hosted daylong *Preservation in a Changing Climate* conferences on this topic in 2021, 2022, and 2023 and is now planning for the 2024 event. A small temporary exhibit on climate change impacts in Salem has been installed in the City Hall Annex and an informational resource page has been added to the “Preserving Salem” website.

- Old Town Hall is a stunning facility and the historic jewel in the crown of downtown Salem. Under the management of the City’s Arts and Culture Programs, Old Town Hall has

become a welcoming place for both public and private events year-round.

Old Town Hall rents out to artists, creatives,



non-profit entities, corporations, and private individuals. This array of programming provides income for the operations of Old Town Hall while offering the community access to this unique and beautiful historical asset.

The Senior Planner for Arts and Culture has been successful in continuing to build relationships with the Salem community and beyond, resulting in increased paid bookings as well as general use and activation of the space. 2023 saw the launch of several new use policies developed to allow the community new ways to engage with the building. Those programs included the Arts and Culture Multi-Day Event Policy, the Arts-Community-Access Membership Program, and an RFP calling for a single partner to reimagine, activate, and engage the space for the full month of October 2023.

From July 1, 2022, through June 30, 2023, Old Town Hall hosted 388 event bookings. These bookings collectively brought over 800 separate points of activation to the facility, approximately 350 of which were free and open to the community. Activations included an array of one-off events such as private receptions, weddings, vendor markets,

lessons and workshops, rehearsals and more as well as multi-day activations such as conferences, theatrical performances, and art exhibitions.

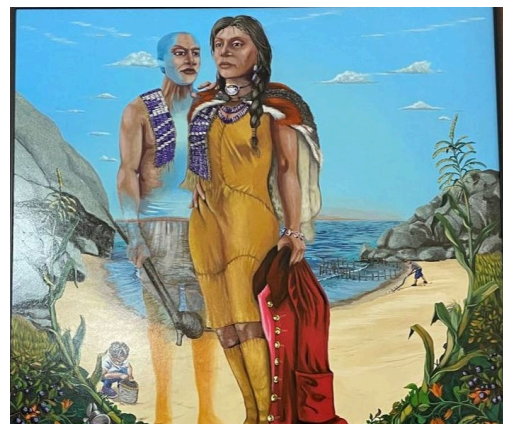
These activations also include the pilot year of our October RFP programming rental, which resulted in both expanded activations of and significant income for the building during Oct. 2023.

The City has had a long-term goal of reimagining Old Town Hall as a thriving year-round Community Arts and Culture facility. This initiative began in earnest in 2019 with a facility and market assessment work done by The Dream Collaborative. In 2021 the City conducted deep community engagement and use assessment. In 2022 the City worked with Mills Whitaker Architects and Anser Advisory to complete community informed design and cost estimating phases of the Old Town Hall Restoration and Renovation Project. The scope of proposed plans includes improvements to accessibility both into and throughout the building, energy efficiency upgrades, new HVAC systems, fire suppression systems, acoustical enhancements, restroom replacements, and other related interior work to maximize safety, occupancy, and usability. The improvements would allow for the building to be activated more often and the infrastructure improvements would ensure the facility is on stable footing for the next 100 years. January-September 2023, the City continued efforts on the project with further testing, feasibility assessments, and strategic

fiscal planning that will hopefully see this project breaking ground before the quadricentennial celebrations in 2026.

The Senior Planner for Arts and Culture, working with the Salem Public Art Commission (SPAC), and within the context of the City's Public Art Master Plan and Public Art Ordinance, formulated and approved a Public Art Work Plan for 2023 resulting in the creation of approximately 43 paid artist opportunities, 23 original works of art, and countless partnerships with local artists and organizations, among other outcomes.

- Highlights from the Public Art Work Plan from July 2022 through January 2024 are below:
- Installed and dedicated the Naumkeag Portrait in Council Chambers at City Hall in December 2022 in collaboration with the Massachusetts Tribal Council.



- Welcomed community youth to play in “Layers of Time” an artist designed splash pad located at Forest River Outdoor Recreation and Nature Center. This work represents the first ever fully integrated site-specific piece of contemporary public art in

Salem’s collection and is paired with its sister piece “Rivers of Time”, a three-dimensional mural made of glass and brass. The works were created by artist team Huameng Yu and Louis Chinn and offer the community a unique look at both the geographical and cultural ‘layers’ that forged Salem into what is today.



- Released a Call for Artists and conducted robust artist review and community input processes resulting in the identification of Humanity Memorial Inc. as the awardee for the Charlotte Forten Memorial public art commission. The life size bronze statue being created in the likeness of Charlotte Forten is anticipated to be installed in the fall of 2024.
- Installed the third annual Rotating Sculpture Garden, a collection of five (5) large sculptural works by different artists, on long term loan to the City on display at Leslie’s Retreat from April 2023 through April 2024.
- Commissioned five (5) new ArtBox installations and conducted conservation and restoration of ten (10) existing works of art in our ArtBox Collection in the fall of 2022 and spring/summer of 2023.
- Commissioned Salem based first generation Filipino American artist Anna Dugan to design and paint a

community informed mural entitled “The Seasons of Salem” for the Great Room at the Salem Community Life Center, completed in March 2023

- Commissioned and installed “The Power of Three”, a long-term temporary public art installation at Patten Park. Created for Salem by The Myth Makers, through funding made available by the Public Art Commission and the Municipal Arts Advancement Program organized by the Metropolitan Area Planning Council (MAPC) and New England Foundation for the Arts (NEFA) called “Making it Public”. Artwork was installed in April 2023 and will remain on display until deemed necessary to remove.



- Conducted cleanings as well as conversation, and restoration work on both the Kenny Scharf mural on the exterior of the Downtown Parking Garage and the Unity Path ground mural on Artist Row by artist Liz LaManche.
- Launched the Public Art Commission Mini-Grant Program in September 2023 resulting in over \$5,000 being put into the hands of local artists to create art in the public realm ranging from performances to temporary public art.

- Working with other departments and the Community Preservation Committee, the ninth round of CPA funding awards was made in spring 2023. Eight projects were recommended for funding and approved by Council. For more detailed information, see the CPA FY24 Community Preservation Plan and FY23 Annual Report.
- Between July 1, 2022 and June 30, 2023 CDBG and CDBG-CV funds have been used to assist 28 social service programs which assisted 24,990 people, including at least 843 youth and 276 older adults with CDBG and CDBG-CV. Accomplishments included:
 - The Bentley Academy offered a teacher home visit program that provided family engagement by supporting 73 students with home visits by 22 teachers.
 - North Shore CDC resident ambassadors assisted 112 Point Neighborhood residents with neighborhood resources including housing coaching, career counseling sessions and financial wellness classes.
 - Supporting with emergency food assistance through a grant to Haven From Hunger assisting 1,305 Salem residents; a grant to Salem Pantry, assisting 340 Salem residents; a grant to Root to deliver community meals to 893 Salem residents; a grant to North Shore Moving Market providing monthly deliveries of food to 107 older adults, and persons with a disability; and a grant to the Salem Housing Authority assisting 9 older adults with emergency food delivery.
- Supported the Sail Salem Seafarer camp by providing transportation services for 7 youth.
- Subsidized YMCA childcare expenses for low-moderate income children. The afterschool curriculum included enrichment activities and swimming.
- Funded the YMCA mental health and social emotional program that assisted 267 youth members and families. The program social worker provided direct services that included parent coaching, short-term counseling and informal assessments and intervention.
- Supported the installation of free Wi-Fi and internet services to Salem Housing Authority residents of 27 Charter Street, Philip Morency Manor at 45 St Peter St and James A Dalton at 205 Bridge Street.
- Funded the Boys and Girls after school program that offered academic support, mental health support, recreation time, social opportunities and homework incentives for 142 Salem Youth ages 8 through 12 years old.
- Supported Healing Abuse, Working for Change (HAWC) to provide 63 adults and children with weekly family meetings. The meetings fostered positive parent and child attunement and interaction through play and art as well as weekly family goals and progress meetings.

- Supported LEAP for Education’s College Success Program for 39 high school juniors and seniors that focuses on career choices and post-secondary education opportunities. All the high school seniors were accepted to a post-secondary school. In addition to college success activities, 62 percent of the students completed a college career plan.
- Supported Lifebridge Medical and Outreach support which provided health assessments to 209 unique individuals. Medical services included Assessment, triage/referrals and basic first aid as well as client advocacy and support. Health Education services were also provided explaining diagnosis, medications, provider instructions, symptom management. Service connection and referrals were provided for health insurance, primary care, mental health, substance abuse, crisis and emergency services.
- The Open Door provided immigration legal services to 11 residents. Legal services included citizenship interview preparations, green card renewals, adjustment of status application for a parent of a US citizen, and a petition for a spouse living overseas.
- Funded the Salem Park and Recreation Enrichment Programs and Salem Council on Aging Programs that for 41 youth and 40 older adults.
- Supported the Council on Aging transportation program which

provided 8,372 one-way rides for 227 people to medical appointments, grocery shopping, the library and events at the CLC.

- Funded the Salem Police Department’s targeted teamed bike patrols in the Point Neighborhood, concentrating on a strong positive presence through interactions with the residents and community members.
- Funded the Salem Police Department’s community engagement program to build trust with police officers and deter crime. The events included a cookout with a cop event at OnPoint at 50 Leavitt Street in July and in August. Between the two cookout events, over 500 residents attended. The program also supported two basketball games were held at OnPoint, a touch a truck at Mack Park in conjunction with the Salem Parks and Recreation Department. The police also visited Salem schools with the community resource dog and held a “coffee with a cop” event at the CLC.
- Neighborhood Improvements
 - Completed lead abatement at the Mack Park Caretakers house.



DPCD FY25

- Completed a mural at the Community Life center.
- Provided a grant to Lifebridge to support the purchase of a portable shower.
- Funded the restoration of Almy's clock.
- 18 trees planted in low -moderated income neighborhoods throughout the city.
- Supported the restoration of the Dickson Memorial Chapel's stained-glass windows.
- Supported several infrastructure projects that are currently underway including: Gallows Hill Park, Prince Street Improvements, Old Town Hall pre-development, and Curtis Park.